# PERSONNEL JOURNAL







THE MAGAZINE OF LABOR RELATIONS AND PERSONNEL PRACTICES



*Volume 28* *May, 1949* *No. 1* – 11
to April 1950

# PERSONNEL JOURNAL

# A Re-Dedication

The first issue of Personnel Journal appeared in May 1922, just twenty-seven years ago. In the intervening period there have been many important developments in the field of human relations. These changes have nowhere been so profound as in industry and commerce. Twenty-seven years ago the machine was the key to production. The emphasis everywhere was on the machine, its design and its use. Industrial problems were engineering problems.

Today, while the machine and its effective application have lost none of their intrinsic importance, the emphasis has shifted to the employee who operates, designs and directs the use of the machine. The emphasis is now on MAN and on the many relationships among men. The most important problems of today are problems of Human Relations and of ways to make full use of human energies. These problems are those, first of the executive and second, of the personnel man.

Personnel Journal is dedicated, as its name implies, to the interests of personnel men everywhere. That is, to those things which have to do with people who work together; in industry, in commerce, in government, in education, and in every kind of group effort. Many of these personnel problems concern only the individual, his economic security, his "Placement"—the square peg in the square hole and the "well-rounded" peg in the round hole—his individual opportunity for gaining satisfaction and pride in his work and his chance to get fair pay for his efforts.

The newer and more difficult problems of personnel are in the area of human relationships. Many of these have arisen with the growth of organized labor—and labor disputes are but symptoms of unsatisfied needs.

Other and more subtle questions are concerned with the reactions directly between people; as between the supervisor and the worker; between the supervisor and groups of workers; and between the executive and a group of other executives or supervisors. Sound thinking in these areas is being done by the psychologist, the sociologist, the anthropologist, the psychiatrist. Their inquiries deal with human motivation and human needs and with the dynamics of human relationships. It will be an increasingly important task to bring the results and the implications of these researches to the desk of the practicing personnel worker and the new-type executive, along with all the newest developments in the more familiar fields of formal labor relations, salary and wage administration, and the like.

For its second twenty-five years Personnel Journal re-dedicates itself to the daily interests and problems of the practical personnel worker.

Edward N. Hay
*Editor*

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Personnel Journal. Published eleven times a year, monthly except during July and August when published bimonthly. Publication office, Mt. Royal and Guilford Aves., Baltimore 2, Maryland. Editorial and General Office, Swarthmore, Penna. Annual subscription price $5.00 in the United States, $6.00 Foreign; single copies, 75¢. Order from The Personnel Journal, Swarthmore, Pa. Entered as second-class matter at the Post Office at Baltimore, Md., under the Act of Congress, March 3, 1879. 

Subscribers are requested to send notices of change of address to Personnel Journal, Swarthmore, Penna., three weeks before they are to take effect. Failure to send such notices will result in incorrect forwarding of the next copy and delay in its receipt.

# PERSONNEL
# Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY

*Volume 28* *Number 1*

## *Contents for May 1949*



EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## MAY

2–4 St. Paul, Minn. Hotel Lowry.
*Civil Service Assembly.* Central Region. Conference. 1313 E. 60th St., Chicago 37.

4–6 Atlantic City.
*Civil Service Assembly.* Eastern Region Conference. 1313 N. 60th St., Chicago 37.

6–7 Houston, Texas. Rice Hotel.
*Southwest Area Conference on Industrial Relations.* K. R. Dailey, P. O. Box 2180, Houston, Texas.

11 Columbus, Ohio. Deshler-Wallick Hotel.
*Ohio State University.* Tenth Ohio Personnel Institute. "Labor Relations in a Changing Economy"

12–14 Niagara Falls, Ontario.
*National Council of Industrial Management Clubs.* Wm. F. Meyer, Sec., 347 Madison Ave., New York 17.

22–24 Yosemite National Park.
*Civil Service Assembly.* Western Region Conference. 1313 N. 60th St., Chicago 37.

24–27 Atlantic City. Convention Hall.
*National Restaurant Association.* 30th Annual Convention and Exposition. Write N.R.A. at 8 So. Michigan Ave., Chicago 3.

25 New York. Waldorf-Astoria Hotel.
*National Industrial Conference Board.* Regular Session and 33rd Annual Meeting. S. Avery Raube, 247 Park Ave., New York 17.

## JUNE

6–8 Detroit. Book-Cadillac Hotel.
*Industrial Recreation Association.* Annual Conference. John W. Fulton, Ex. Sec., 185 N. Wabash Ave., Chicago 1.

8–9 New York. Waldorf-Astoria Hotel.
*American Management Association.* General Management Conference. J. O. Rice, 330 W. 42nd St., New York 18.

## JULY

20–23 Silver Bay-on-Lake George, N. Y.
*Silver Bay Conference on Industrial Relations.* 31st Annual Conference. Wm. F. Meyer, Exec. Sec., 347 Madison Ave., New York 17.

The New York Personnel Management Association is the winner of the contest held by *Personnel Journal* for the best program of a personnel association. Here is the winning paper. This clear description of the way a big-city association serves its members should prove a valuable guide to other associations, large and small.

# New York Personnel Management Association

THE primary purpose of the New York Personnel Management Association is to provide individuals active in personnel administration and industrial relations an opportunity to promote high standards of work for their mutual betterment and for the betterment of human relations.

This is accomplished largely through:

1. Regular monthly dinner meetings of the association, at which time appropriate subjects are discussed by outstanding authorities.
2. Personal contacts among association members at general meetings and in various committees.
3. Work of the research and study groups.
4. Bulletins, surveys and studies published by the association whereby members are kept informed of the best practices, theories and literature in the field.
5. Stimulating members to constantly exchange information for the benefit of all.
6. Participation of the association in activities sponsored by other associations and organizations in other phases of business management.
7. Serving as a forum and medium for cooperative study of common problems.

The association is run on the principle that the greatest good results if membership is on an *individual* basis, as contrasted with *company* participation. It has been our experience that membership on this basis stimulates individual participation to the highest degree and, accordingly, enables the association to accomplish its purposes most effectively. Ours is an organization of personnel people working together for the common goal of better human relations . . . by *doing*. The following paragraphs outline the details of our program.

## Membership

Since membership in the association is on an individual and not a company basis, there are no separate classifications such as junior or associate memberships. Applicants are considered primarily on the basis of personal qualifications and professional background, as indicated by their training and experience. Applicants must be currently active in a personnel management capacity (such as director of industrial relations, director of personnel, personnel manager, employment manager, director of training, personnel specialist, job analyst, and similar assignments in the field). The association is proud of the large number of its members who hold top personnel management positions in the foremost companies in the United States with offices located throughout the New York metropolitan area.

Through the executive and membership committees, invitations are extended to non-member top personnel people in the area to visit with us at meetings. This practice encourages membership in our organization.

Membership by company is limited on the following basis:

| | |
|---|---|
| Firms with less than 1,000 employees | 1 member |
| Firms with 1,000 to 5,000 employees | 2 members |
| Firms with over 5,000 employees | 3 members |

Membership has increased steadily from 90 in 1941 to almost 400 at the present time. In case of a resignation, a member may not designate a substitute. A properly sponsored application for membership must be made by any successor. All association members pay annual dues of $10. There is no initiation fee nor are there any special charges made against members.

## Officers and Committees

The officers of the association include a chairman, two vice-chairmen, a secretary and a treasurer. An executive committee directs the affairs of the association, and twelve standing committees carry out the details of our program. The executive committee is headed by the chairman of the association and is composed of the other officers, the two most recent past chairmen, five members-at-large and the chairmen of the standing committees. Approximately ten days before the association's regular monthly meeting, the executive committee meets to formulate general plans and to discuss the work of the several standing committees. At these meetings, the chairman of each standing committee reports on the activities of his group and is guided, for his further action, by the executive committee in the joint discussion which takes place.

The work of the standing committees, closely coordinated by the executive committee, has proved to be a vital factor in the effectiveness of our program. The chairmen of the standing committees are appointed by the association chairman, and they in turn select their own committee members. Committee appointments are subject to the approval of the executive committee. Six of the twelve standing committees are assigned to each vice-chairman of the association for advice and guidance.

Standing committees of the association include: (1) arrangements, (2) billeting and information, (3) membership, (4) reception, (5) personnel survey, (6) program, (7) research and study groups, (8) placement of personnel, (9) annual award, (10) personnel conferences, (11) educational standards and (12) publicity. Additional standing and temporary committees are appointed as needed.

## Monthly Meetings

Meetings have been held monthly, except during July and August, since 1931. Even during these vacation months, the various operating committees take all possible steps to assist members in getting together for informal sessions and in exchanging information. Special meetings are called when circumstances make such action advisable. Meetings are currently held at the Columbia University Club in midtown New York, with an average attendance of 200 members. The meeting program begins with a reception and social get-together at 6 PM, dinner at 6:30, program and discussion at 7:30 and adjournment at 9. Exhibit "C" includes typical meeting announcements, sample newspaper clippings about past meetings and a typical issue of the association's *Bulletin*. While the usual meeting has an important guest speaker, some meetings feature panel discussions. Our meeting program for 1948 indicates the high quality of our guest speakers as well as the timely significance of their subjects.

### PROGRAM

*1948*

January—"Management Status of the Personnel Director"
Garret L. Bergen, Vice President and Personnel Manager, Marshall Field & Company. Also film, "By Jupiter."
February—"Employee Suggestion Systems in Industry"
F. A. Denz, Administrator of Suggestion Programs, Remington Rand, Inc.
March—"American Free Enterprise—Selling Free Enterprise to Americans"
L. R. Boulware, Vice President General Electric Company
April—"New York City's Division of Labor Relations and Its Relationship to the Community"
Theodore A. Kheel, Director New York City Division of Labor Relations.
May—"Management Alignment—A Program of Action to Establish Management Unity as a Foundation for Effective Management"
William Whigham, Jr., Supervisor of Wage and Salary Administration, Carnegie-Illinois Steel Corporation
June—Annual Award Presentation—Thomas G. Spates, Vice President, General Foods Corporation, recipient.
Mr. Spates' Subject: "Line and Staff—A New Concept"
September—Meeting Combined with American Management Association's Personnel Conference: "Production Problems from The Production Executive's Viewpoint"
Clifford F. Hood, President American Steel and Wire Company
October—"Essentials for the Development of Leadership"
E. C. Bruner, President Management Development Institute
November—"What's Ahead for Our National Labor Policy"
Honorable Fred A. Hartley, Jr., Congressman from New Jersey
December—"Current Managerial Opportunities and Responsibilities"
Erwin H. Shell, In Charge of Department of Business and Engineering Administration, Massachusetts Institute of Technology

*Guests*. Members may bring interested guests to any open meeting. We have found this practice stimulating to both guests and members.

*Elections*. Each year, the chairman appoints a nominating committee of five members, two of whom must be past chairman of the association. This committee

delivers to the secretary in writing the names of its nominees for officers and members-at-large of the executive committee. The names of all candidates nominated by the committee are forwarded to all members prior to the November meeting. Additional nominations of persons eligible for office are made by declaration signed by five members and accompanied by an acceptance of the nomination, signed by the nominee. Such declarations are filed with the secretary not later than the first of December. All nominations are voted upon at the annual meeting.

*Finances.* The executive committee is responsible to the membership for the finances of the association. At the association's annual meeting, the executive committee submits an estimate of expenses for contemplated activities for approval by the membership. The treasurer has custody of all the funds and securities of the association and deposits these in the name of the association in such bank or banks as the executive committee may direct. He enters regularly in the books of the association full accounts of all money and property received and paid out by him for the association. His books and accounts are open at all times to any officer or member on request. Each November the chairman of the association appoints an audit committee of three members, who are not officers of the association, to audit the books and report to the annual meeting on the accuracy of the books of the association and the report of the treasurer.

*By-Laws.* The by-laws of the association are reviewed periodically and amended as may be fitting. The details of the amendment procedure and the text of the by-laws will be found in the association booklet, Exhibit "A".

## Relations with other Organizations and Universities

The association maintains active relationships with other related organizations such as American Management Association, National Industrial Conference Board, National Association of Manufacturers, National Office Management Association, Commerce and Industry Association, National Retail Dry Goods Association, American Bankers Association, Life Office Management Association, and Greater New York Safety Council. Columbia University, New York University and Cornell University, as well as numerous other educational bodies, have used our association as a source for personnel information. At the fall meeting of the Personnel Division of the American Management Association, one luncheon or dinner meeting is usually set aside for the combined memberships of both organizations. Our present chairman has for some time also served on the Personnel Planning Council of the American Management Association. Many of our members are officers of other organizations and are frequently asked to speak at their meetings. Organization and personal contacts are maintained with individuals representing similar associations in other cities. Many members of the association who are personnel directors or specialists in their respective companies have taught personnel classes at local universities.

## Work of Committees

*Program Committee.* The program committee develops the program for each year with two guiding principles. First, to provide enlightening and timely topics and stimulating speakers. Second, to provide as much variety as practicable regarding subject matter and method of presentation. When any national movement affecting personnel work is inaugurated, such as that outlined in a directive of the National Labor Relations Act or the Selective Service Act, an effort is made to have a complete explanation of the plan, and the problems involved in its application, presented by someone qualified to discuss it as an expert.

*Research and Study Groups.* Several research and study groups have been formed by members of the association to evaluate and interchange information between members on personnel and industrial relations subjects. The number of members who desired to take part was so large that separate groups were formed to study the same subject as was the case with such topics as Wage and Salary Administration, Appraisal of Personnel and Merit Rating. Other subjects under consideration include "Employee Testing," "Training Procedures," "Employee Selection," "Labor Relations." Additional groups are formed when individual members show an interest in studying other subjects.

*Survey Committee.* This committee has been of regular and practical service to members of the association in finding out, through surveys, the prevailing personnel practices and policies of the hundreds of companies represented by the members. A recent example is the survey on company policies covering the 1948 Selective Service Act.

*Placement Committee.* Members of the association who are seeking positions in a specialized field of personnel work or endeavoring to change their present positions may list their names and histories with the placement committee, which serves without charge as a clearing house for personnel positions.

*Annual Award Committee.* Another concrete example of how the New York Personnel Management Association is endeavoring to improve human relations is its annual achievement award given to the individual (not necessarily a member of the association) who, as an executive in an operating enterprise, commercial or philanthropic, has performed the most outstanding achievement in the field of personnel relations. All members are invited to make nominations for the award. The committee which makes the selection is made up of the officers of the association and additional personnel authorities.

*Educational Standards Committee.* This committee develops relationships between the association and schools and colleges in the area. It keeps abreast of developments affecting professional standards and training in the personnel field. It also acts in an advisory capacity when any matters are directed to the association by schools. The work of the committee includes the exchange of information,

student counselling and placement, cooperative employment programs, participation in educational panels, and other assignments.

*Bulletin and Information Committee.* The association publishes a monthly bulletin covering remarks of speakers at monthly meetings. Included also are names of new members, changes in the status or employment of old members, reviews of new books and magazine articles relating to subjects of interest to members, messages from the chairmen, and other items.

*Reception Committee.* The responsibility of this committee is to see that new members are given the opportunity to meet the other members of the association.

*Arrangements Committee.* The principal work of this committee is to make the necessary arrangements for the monthly dinner meetings, select and approve menus, provide public address system, etc.

*Membership Committee.* This committee considers all applications for membership. Application blanks are supplied where the applicant is qualified, and the committee aids candidates to obtain sponsors where this is necessary. It conducts investigations of all applications; complete reports are then sent to the executive committee for consideration and vote.

*Personnel Conferences Committee.* The work of this committee consists of: (1) arranging conferences for the New York Personnel Management Association, (2) coordinating the relationships between the association and other organizations and (3) circulating announcements of meetings of other groups and extending invitations to other organizations to attend meetings of the New York Personnel Management Association.

*Publicity Committee.* The functions of this committee include publicizing the meetings of the association, maintaining good relations with the press and other publicity media and coordinating these activities with the bulletin committee.

# About the Authors

*Herbert K. Witzky* has been in personnel work ever since graduation from New York University. Previous positions were as personnel relations manager for a chain of 40 stores, as assistant personnel manager for United Parcel Service and as assistant director of the Bureau of Employment of New York University. He was raised in Idaho.

*Frank Costin* is Assistant Professor of Psychology at the University of Illinois. He spent four years with the Army Air Forces in their psychological program. He has degrees from Louisville and Chicago universities and has been engaged in teaching and research work in psychology.

*Howard P. Mold* is a member of the Industrial Relations Department of The Mead Corporation, paper manufacturers. After college he taught a short time and then had five years as a Lieut. of Artillery in the War. He has degrees, including one in Psychology, from the University of Minnesota.

*Monroe B. Scharff* is assistant to the director of industrial relations of Botany Mills of Passaic, N. J. He is a recent graduate of Bard College of Columbia University and is in the second year of a training course in industrial relations at Botany Mills. He served abroad in the Army during the war.

*Wade E. Shurtleff* is Director of Personnel and Industrial Relations for Willys-Overland Motors, Toledo, and has contributed to *Personnel Journal* before.

Courtesy is the very foundation stone of the success of any service industry. But how to impress employees with the importance and value of courtesy is a difficult problem. Here is an interesting solution that worked well for the management of a famous hotel.

# Promoting Courtesy Among Employees

By Herbert K. Witzky, Personnel Manager,
The Plaza, New York.

Getting employees to be courtesy conscious has challenged the best thinkers on the subject. Managements everywhere have been constantly aware of the problem. This is especially true in the hotel industry, which depends almost entirely on public support. Reasons for the lack of courtesy in service industries are easily traced to the war years, which brought strong labor leadership, labor scarcity, and marked worker unconcern and indifference. These years also introduced radical elements in our political, social, and economic life. Today, our national economy is rapidly returning to normal. Increased competition is requiring American industry to return to pre-war standards. Industry is constantly improving old and introducing new training ideas to meet this problem.

At the Plaza, the usual booklets on tact and courtesy were distributed to the 1200 members of the Plaza family. Tested morale building plans were applied and a cooperative attitude was encouraged throughout the organization. This met with fair success, but we felt that something entirely new and different—a tailor made program with a powerful personal appeal—was the only answer. The problem of a luxury hotel like the Plaza, which through four decades has been host to royalty, splendor, the great and the near great, required a training program of the highest order.

The first step in working out such a program was a thorough analysis of the entire problem. This required a complete survey of all the services in the hotel. Valuable suggestions from fellow executives and department heads further clarified and helped to establish the objectives of the program. After examining many books and film scripts on courtesy training, one hitherto unnoticed film entitled "Double Horseshoes," was finally selected. This fifteen-minute film apparently met all the

requirements. It had a sure-fire message built around an interesting story. But, it required proper staging in order to be really effective. One night the film was gone over by Plaza executives at least a dozen times. As the evening wore on our courtesy training program slowly gathered form. Essentially the program consisted of:

1. Arousing interest through effective employee communications mediums.
2. Talks by Personnel Department executives.
3. Presentation of the film.
4. Effective follow-up.

### Starting the Program

To start the program, the Plaza's General Manager sent the following letter to all employees, inviting them to the first meeting of the program:

*To All Our Employees:*

*DOUBLE HORSESHOE CLUB*

After considerable preparation I am happy to announce the formation of the Double Horseshoe Club, a new idea in human understanding and getting along better with one another.

Next Wednesday and Friday afternoon you'll be invited by your department head to attend a special lecture and demonstration in the Rendez-Vous Room.

Briefly, this new idea is an amazingly simple but effective one. Here are some of the things it will make clear to you.

...... Show you how to win friends among employees as well as guests.
...... Help to increase your popularity.
...... Make you feel healthier and happier.
...... Show you how to avoid arguments.
...... Give you the basic secret that has made most people successful.

This is not just another lecture, motion picture, or pep talk; it is a new idea that really works. Proof by example will convince you that you can apply these easy and effective principles to your life.

For further information, ask your department head who will arrange a time convenient to you while you're on the job.

Over 800 executives and employees attended these sessions. After introducing the General Manager who gave a short introductory talk, the program began like this:

"For the past year we've been talking about courtesy, cooperation, being a booster, mutual understanding, and getting along better with one another. Naturally, our Manager's weekly letters sent to all of us, as well as booklets, contests, campaigns, and the following of our policy of democratic understanding in word and deed, have done much good.

"As everyone knows, these principles are fine indeed but somehow are never

enough to thoroughly convince us all. Therefore, now is the time to demonstrate and prove that the things we've talked about really work. You'll see here this very afternoon how a young man makes his way through life happy and successful just because he followed a simple but effective formula. Naturally, the application of these principles is all up to you. It's just like going to your doctor; not only do you have to take the advice given, but you must carry out the prescription as well, in order to get results."

### Reading Books is Not the Solution

At this point, attention was called to a table on which lay about twenty-five famous and popular books on the subject of human relations. Each one was picked up, displayed, and various comments were made which went something like this:

"Perhaps you too in search of the secret of getting along with people have read one or more of these well-known books. Here's Dale Carnegie's famous "How to Win Friends and Influence People" which sold almost four million copies. Here is Walter Pitkin's "Careers After 40," for those who worry at the prime of their lives. And here is "Men Wanted" by Frances Maule, which demonstrates that the ability to get along with one's fellow man is always in demand."

And so it went. Each book was picked up, examined, commented on, and then:

"Undoubtedly you know many of these books and probably have read some of them. Then too, you've read an article, attended a lecture, or listened to a radio commentator talk, on the problem of human relations. But let's ask one another, what have we done about it? Have we laid each book or thought aside just as I have this afternoon? Have we gotten any results? Have we followed the simple rules prescribed? Have we given these ideas a fair chance? Obviously, the answer is to act, apply and practice these principles. Let us suppose you are a waiter. You pass a guest in another section not your own. The guest asks for water, a napkin, or a menu. Do you answer curtly, "That's not my section," or do you courteously say, "Yes sir, I'll be glad to get it for you"? Again, the answer is to act and apply."

Next, examples of successful men, some rich and some poor, were outlined. The classical ones—Jefferson, Franklin, Lincoln—as well as those of today were discussed and analyzed. The philosophy of the Hilton Corporation, its principles and policies, was explained, and then the picture was introduced, with this comment: "Now let's look at a real living example of a young man who successfully practiced the principles of getting along with people."

The film, fifteen minutes in length, is the success story of a young man, Jed Williams, who wins happiness and peace of mind by going out of his way to be nice to folks. In the story, Jed, a railway express clerk, is given a simple two-way formula consisting of *Cooperation* and *Consideration* that he uses to win friends for himself and for his company. He nails two horseshoes over the door of his freight office, each representing the letter C, standing for the formula, which constantly reminds him to be Cooperative and Considerate.

After the film, a short discussion on the value of the film was held. Then each person present was given a double horseshoe pin and a membership card in the Double Horseshoe Club. There is no membership fee, but each member pledges himself to follow the principles of cooperation and consideration every day in every way.

### Weekly Reminder

Realizing, of course, that it is easy to forget, a weekly reminder was placed in everyone's pay envelope for four weeks following the lecture. These were as follows:

*To All Members of the Double Horseshoe Club:*

You remember the film you saw when you joined the Club and received your membership card.

How many friends have you made in the organization and for the Hotel who are interested in your success as well as the Hotel's?

Have you done, and are you doing, anything to make them want to help you?

Remember—our motto is "*Cooperation and Consideration.*"

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*To All Members of the Double Horseshoe Club:*

Just a few questions for you to ask yourselves:

1. When have I cooperated with a customer?
2. When have I cooperated with a fellow worker?
3. When has someone given me special cooperation?

---

*To All Members of the Double Horseshoe Club:*

*DO YOU REMEMBER COOPERATION?*

Remember "Old Timer" in the film "Double Horseshoes"? He said some mighty good things about how to cooperate and get along with others.

You probably remember the rules on your membership card, but just pause for a moment and ask yourself these questions:

Just how am I using cooperation in my job to help myself and my Company?
Do I do the little extra things that people appreciate and remember?
Do I look at things from the other person's viewpoint?

---

*To All Members of the Double Horseshoe Club:*

*DO YOU REMEMBER CONSIDERATION?*

1. Do you try to be a good listener?
2. Do you give a soft answer?
3. Do you ask questions?
4. Do you do something about it?

## Follow Up

Two months later another letter was addressed to all employees announcing a new contest. Prizes were to be awarded for the three best letters on "What the Double Horseshoe Club Did For Me." The response to this was tremendous. Almost four hundred letters were received. It was extremely difficult to judge the best as so many of them were sincere expressions of appreciation of what the principles of cooperation and consideration had done for them. The best letter received a $25 United States Saving Bond, and the three next best letters received prizes of $10 each. Each person who submitted a letter received a personal individually typed letter of thanks. The winning letters along with a sheaf of others were made part of a special window display entitled "It's Double Horseshoes at the Plaza." A letter from the General Manager, samples of a membership card and button, a reproduction of one of the scenes in the film, and two immense golden horseshoes completed the display. Employees were proud to see their letters in the window, especially in view of the thousands of daily passers-by who stopped a moment or two to read them and look at the display.

The program is followed the year round; for, as everyone knows, training in order to be successful must be constantly maintained. Newly engaged employees are immediately enrolled as members of the club. During the employment interview, every employee is given a short talk on what the club stands for. The principles of Cooperation and Consideration are carefully explained as a membership card and pin are presented to him.

The internal and external public relations value of this entire program is clearly demonstrated by the marked improvement in employee attitudes. There is a greater appreciation for one another, the Hotel, and a wholesome respect and understanding for the public. Most everyone is wearing the Double Horseshoe Pin and carrying the membership card. Our objective has been achieved; employees are courteous, cooperative, and considerate in keeping with the policy and tradition of Hilton Hotels.

P. S. The Unions like it too.

The usual reason employees give for taking evening studies is to get information. This report shows that a large proportion of such employees are really taking courses in order to avoid loneliness, or to solve some other purely personal problem. Such courses may thus serve a double purpose, with benefit to the employer.

# Employees' Problems and Evening School Courses

By Frank Costin, University of Illinois.

A large manufacturing concern is giving an adult education program in its various plants. All employees may take part. Enrollment is voluntary, there is no tuition charge, and classes meet on the employees' own time. This "off-hours" program, as it is called, is very much like the traditional public and private adult education classes which are found in so many parts of the country. One of the important ways in which it differs from most of these other programs is that formal academic credits are not given.

On the face of it, an employee who shows interest in these off-hours classes wants to learn certain "subjects". But the underlying reasons for his interest often go deeper than that. One very important factor may be the highly personal problems that trouble him. He may want to participate in the classes as a way of relieving the tension which is accompanying these problems. If this is true, the educational program can be more than merely a matter of teaching and learning specific subjects. It can help to adjust the employee emotionally. Employee participation in these classes can therefore be a kind of self-applied therapy.

With this general hypothesis in mind, the writer has attempted to discover what relationship there is between employees' interest in this off-hours program and the number and kinds of problems they have. A brief description of how this was done follows.

## Discovering Employees' Problems

Employees' problems were studied by means of a survey conducted at one of the plants where the educational program had been in operation for about a year. The plant is located in a Midwestern city of approximately fifty thousand persons. A

random sample of 535 employees was obtained from a factory population of 1267 persons who had never taken part in the off-hours program. These 535 employees were given a check list which consisted of 200 items suggesting problems in nine different areas. The areas in which these 200 items were found were as follows:

(1) Health and Physical Conditions
(2) Financial and Living Conditions
(3) Social and Recreational Activities
(4) Relations to People
(5) Concern with Self
(6) Sex and Marriage
(7) Home and Family
(8) Morals and Religion
(9) Concern with Job

These area titles did not appear in the check list itself. The employees were asked to go through the list and check any item that suggested something that "bothered or troubled them". Typical of the kinds of items which occurred in the list are these:

Not having enough confidence in myself
Feeling that people just don't understand me
Not getting the kind of recreation I like
Am not appreciated enough at home
Wondering if I'll get ahead in this Company
Boss not appreciating my good work
My work getting dull and monotonous

*Employees were assured that no one would know who filled out the list.* Proper precautions were taken by the writer to insure this.

In addition to filling out the check list, employees were also asked to indicate, by means of an attitude scale, how interested they would be in taking part in the off-hours program "if they could take anything they wanted, regardless of whether or not it is now being offered". On the basis of how they responded to this scale, two groups of employees were formed. The first consisted of 400 persons who expressed *positive* interest in taking part in the educational program. This was called the *interested group*. The second group included 135 persons who expressed *negative* interest in the program. This was called the *uninterested group*. These two groups were then compared as to the percentage of items they checked on the problem list as a whole, as well as the percentage checked in each of the nine specific problem areas.

## Results of the Survey

Upon comparing the two groups and their problems, the following results stand out as particularly important:

1. There was a significant* relationship between the employees' positive interest in the off-hours educational program and the frequency with which they expressed problems. Considering the 200 item list as a whole, the interested group checked rather consistently a greater percentage of problems than the uninterested group.

2. There was a significant relationship between positive interest in the program and the kinds of problems employees said they had. When compared with the uninterested group, those employees who were interested in the program checked most consistently a greater percentage of problems in these areas: (1) Concern with Self, (2) Home and Family, (3) Concern with Job.

3. The uninterested employees did *not* check a greater percentage of problems than the interested group in any of the specific areas.

In order to discover further evidence which might support the above findings, the problems of a third group of employees were surveyed. This group consisted of 127 workers who had actually taken part in the off-hours program. It was compared with the uninterested employees in the same way as the interested group had been. As far as their problems were concerned, both the participating and the interested groups were found to differ from the uninterested employees in much the same manner.

## Implications of Results

The findings of this survey support the idea that a very important factor in the interest and participation in an off-hours educational program in industry is the pressure of employees' problems. They may well want to take part in this program as a means of compensating for their worries. The survey data suggest that preoccupation with self, troubles at home, and problems on the job play the most important roles. It may be that some of these people go into the program with a conscious desire to do something about their problems. Many, however, may be quite unaware of why they want to take part in the program. But the significant association of interest in adult education with their personal problems, as revealed in this survey, shows an anxiety in these people that appears to be a strong factor in motivating them to seek further education.

What implications do these findings have for industrialists who are interested in promoting adult education for their employees? The results of this survey strongly suggest that if the employees most likely to participate in an off-hours educational program are troubled people—more so than those not so likely to take part in it—then the program should be planned so as to help these people understand themselves and their problems. The concerns they actually express in a classroom, of course, may not be the ones they check on an anonymous questionnaire. In fact, these latter problems are very likely *not* to be brought out in the conventional adult educa-

* "Significant" means that the relationship could not have occurred merely by chance, so that some meaning could be ascribed to it.

tion program. Employees in a program like this may present only so called "education" problems. If the school accepts these at face value its overall job in helping the employees is going to be, in the last analysis, a relatively ineffectual one. For, as we all know, one cannot separate "education" problems from those in other areas of one's life. Therefore, an adult education program in industry that is in tune with the times must be geared to the employee as an individual—a person with all sorts of problems, and not just a learner of subject matter.

This kind of adult education program—one which helps people understand and solve their problems—need not always be a direct attack. Many of the items checked in the problem list reveal a loneliness and frustration in these people that perhaps mere social participation in the program might help resolve, regardless of the actual "course" involved.

The data of this survey were obtained from the employees of a particular company offering an adult education program in a specific plant. These employees, however, are in many respects like workers in other parts of the country—people who are the potential students for a great many adult education agencies. The findings and implications presented here, therefore, should have meaning for a wide variety of adult education programs, whether they be sponsored by company or union, private or public organizations.

* Adapted from a paper presented before the American Psychological Association, September, 1948, at Boston, Massachusetts. The source of the data reported in this article may be found in Frank Costin, "The Relationship of Employees' Problems and Various Other Factors to Interest in An Adult Education Program." Ph.D. dissertation, University of Chicago, 1948.

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## "Mirror of Your Mind"

The newspaper columnist Lawrence Gould, Consulting Psychologist, is the author of the syndicated column, "Mirror of Your Mind." In a recent issue he quotes from PERSONNEL JOURNAL under the heading "Should Labor Leaders Blow Off Steam?" He goes on to say

> *Should labor leaders "blow off steam"?*
>
> Yes, maintains Kurt Anderson in PERSONNEL JOURNAL, telling of a course in collective bargaining he gave in Detroit for 20 members of CIO-UAW committees. After having had a chance to voice their grievances against management as freely as they wished, and "acting out" scenes in which they told a foreman just what they thought of him, they began to settle down and study the facts on both sides. They wound up by realizing they would benefit by training in the art of handling supervisors.

War-time experience in the OSS program of manpower assessment has been drawn upon by the author in the construction of this Executive Training Program, in which the accent is on personal development. This is a most unusual plan and one which should stimulate the thinking of all personnel workers.

# An Executive Development Program

By Howard P. Mold, The Mead Corporation

Executive development is a phase of corporation activities too often left to chance or not considered at all. The mistakes of an executive can place an organization in very dangerous competitive situations. It is the purpose of this report to demonstrate how a little foresight and work in an organization can help prepare it for executive turnover.

## I. Objectives

1. To prepare selected individuals for existing vacancies.

2. To create a reservoir of trained personnel for future specialized training as understudies.

3. To improve morale of junior executives and line supervisors by a practical demonstration of management awareness of their existence.

4. To create a practical incentive for supervisory personnel by creating a channel for the demonstration of abilities. (In some cases lights long hid under superiors' bushels.)

5. To provide a method of educating the man who has risen from the ranks and needs specialized skills obtainable only under formal conditions of learning.

6. To provide a method of selection of personnel under rather objective conditions of sample job performance.

7. To provide conference leaders for a management conference program. This will accomplish two additional aims:

a. Pass approved policy, philosophy and skills down through the supervisory group, rapidly and objectively.

b. Provide opportunity for extended observation of the potential executive as well as provide him with an opportunity to exercise his acquired skills under actual work conditions.

## II. Method

Since the most of an executives time is spent in activities requiring a high order of verbal skill it would seem reasonable to emphasize the acquisition of these skills. The method proposed is to use 'preparation for conference leadership' as the basis for the development of the program. The materials to be used as practice material in the development of these skills will be composed of subject matter necessary for the executive beyond these skills. In acquiring conference leadership skill the individual also learns certain key subjects. In addition to this core, considerable time must be devoted to personal counseling. This, to be of any real and lasting value, must be based upon cumulative personal information and a selected test battery. This program of counseling must be conducted only by trained technicians. The major part of the remainder of the program is given over to training in applied psychology, labor relations, techniques of administration, and other related subjects. Two other methods to be used will round out this general description of the method. These are first the use of situational role playing and secondly the sparing use of observational field trips.

## III. Qualifications for Admittance to the Trainee Group

The candidate for admission to the training group must have the following: 1. The fundamentals of foremanship. This means that he must have had experience in the kind of job which a foreman has. He must have had experience in acting as the leader of a "gang" and in getting the "gang" to accept his leadership. His experience need not necessarily, however, have been in industrial work. 2. Leadership ability. 3. Be able to affect the attitudes and thinking of others. This means that he should be a teacher in the broad sense of the word, rather than an instructor in the narrow sense of the word. 4. Be what is commonly known in industry as a highgrade man. This covers intelligence and ability in practically all situations. 5. "Presence" in the sense of suitable manner of dress, suitable manners, and general personal characteristics which will help with his establishing effective relations with the group. 6. Adaptable to new situations. 7. Think in concrete terms as well as in abstractions. 8. Knowledge of industrial organizations in general. 9. Knowledge of the conditions faced by workers in industry. 10. Open-minded. 11. Able, if necessary, to take part in an argument without giving offense. 12. Square and honest. 13. The type of individual whom most people like on first contact. 14. The type of individual who will be consistent in all his relations. 15. An interest in personnel problems as well as in production.

Chart I

CUMULATIVE SCHEDULE OF THE PROGRAM

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|
| 1st Day | Introduction | Administration | Testing | Testing | Testing | Testing | Cumulative Report | Cumulative Report |
| 2 | Introduction of Mgt. Executives | Testing | Testing | How To Read | How To Read | Question Technique | Question Technique | Blackboard Technique |
| 3 | Study Period | Study Period | How To Read | Use of Blackboard | How To Study | How To Outline | Practice Outline | How To Read |
| 4, 5 | Individual Presentation of three conferences: 1. A Technique of Managing People, 2. Handling Grievances as Human Problems, 3. A Management Technique—Speaking Effectively | | | | | | | |
| 6 | Staff Presentation of Conference on Human Relations | | | | Staff Presentation of Conference on Leadership | | | |
| 7 | Staff Presentation of Conference on Group Dynamics | | | | Study Period through period eight | | | |
| 8 | Practice Presentation of Conferences through period eight | | | | | | | |
| 9 | Practice Presentation of Conferences through period eight | | | | | | | |
| 10 | Preparing To Conduct A Production Conference | | Practice Conducting Production Conferences | | | | | |
| 11 | Study and Counseling | | Basic Economics | | | Principles of Testing Personnel | | |
| 12 | Study and Counseling | | Labor Movement History | | | Labor Law | | |
| 13 | Study and Counseling | | Basic Principles of Psychology | | | Abnormal Psychology | | |
| 14 | Study and Counseling | | Interpreter of Labor Agreements | | | Arbitration | | |
| 15 | How To Think | | Role Playing-Grievances | | | History of Industry | | |
| 16 | Principles of Scientific Management | | | | Motion Economy and Work Simplification | | | |
| 17 | Work Simplification | | | | Work Simplification | | | |
| 18 | Practice Conferences As On Day Eight | | | | | | | |
| 19 | Counseling and Study | | How To Conduct Library Research | | Assignment of Duties and Responsibilities | | Self Analysis | |
| 20 | Counseling and Study | | Practice | | Presentation . . . Of . . . Conference | | | |

## IV. Cumulative Schedule of the Program

Chart I is a complete cumulative breakdown of the whole program. It consists of twenty days with eight hours scheduled in each of these days. The description of each of these periods is to be found in Section V of this article under "Details of Subject Matter and Method of Presentation."

## V. Details of Subject Matter and Method of Presentation

The following listed subject matter appearing in the cumulative schedule is keyed to refer first to the day and second to the period. For example on the first day, the first period is Introduction. This subject is keyed as (1-1) while administration in the second period is keyed (1-2).

| SUBJECT | CONTENT |
|---|---|
| 1-1 | This "ice breaker" consists in having each institute trainee rise to his feet and describe himself and his experience. This follows a prepared style. |
| 1-2 | This period is devoted to making arrangements for return transportation at end of second week, laundry, expense accounts and other necessary items. |
| 1-3<br>1-4<br>1-5<br>1-6 | These subjects along with (2-2) and (2-3) consist in the administration of the following tests to the trainees. The results are to be used in the counseling program.<br>a. Purdue General Adaptability Test<br>b. Purdue Industrial Training Classification Test<br>c. Miller Analogies<br>d. Minnesota Vocational Test for Clerical Workers<br>e. Strong Vocational Interest Blank for Men<br>f. Minnesota Multiphasic Inventory<br>g. Alport-Vernon Scale of Values<br>h. Minnesota Paper Form Board Test<br>i. Minnesota Speed of Reading Tests for College Students<br>j. How Supervise—Q File |
| 1-7 | These periods will be devoted to the completion of a personal data form under guidance. |
| 2-1 | This will consist of the introduction of all the top management of the company to the group followed by about thirty minutes of informal chatting. |
| 2-2 | This is covered in (1-3)–(1-6) above. |
| 2-4 | This consists of a presentation of verbalized reading techniques, with emphasis on pronunciation, pauses, scanning, etc. |
| 2-5 | This period is devoted to the application of skills presented in (2-4) above to the reading of dramatic materials. |

2-6 The use of questions as a basic tool of learning is covered. Practice begins in the use of the question as a phase of logical problem analysis.

2-7 This period combines techniques practiced in periods (2-5) and (2-6).

2-8 The blackboard is presented as a major tool in the business and learning situation. This period is primarily learning through guided doing.

3-1 The study period has a dual function. Its primary aim is to present the counseling staff with time to handle its end of the program. While this is being carried on the major part of the group are presented with an opportunity to familiarize themselves with the contents of an extensive library by simply browsing.

3-2 As above (3-1) except that all not being counseled are paired off and allowed to do private practice oral reading.

3-3 Additional practice along the general lines of (1-5) except that the conference material to be used on days 4 and 5 are now used.

3-4 Blackboard techniques necessary for the presentation of conferences on days 4 and 5 are practiced after staff demonstrations.

3-5 Methods of study are presented and discussed. This period is based on two books—*Effective Study Habits* by Charles Bird and *Studying Effectively* by Gilbert C. Wrenn and Robert P. Larsen.

3-6 One aspect of (3-5) is considered in detail and considerable time is spent in practice outlining of the conferences to be presented on days 4 and 5.

3-7 As in (3-6).

3-8 Additional practice reading in which the method is combined with questioning and blackboard work.

4-1– 4-8 Each conferee presents thirty minutes of the following conferences to a group of 9–12 fellow trainees and staff members.

a. A Technique of Management—Effective Speaking
b. A Technique of Dealing With People—Securing Cooperation
c. The Handling of Grievances As Human Problems

Portions of each talk are recorded and played back to the group with group criticism.

5-1– 5-8 As on day 4.

The first weekend will probably be spent by each individual in correcting his weaknesses in private practice in his hotel room. The staff makes itself available for private tutoring.

6-1– 6-4 Staff presentation of how to conduct a conference using a subject desirable for additional indoctrination of the trainees. Human Relations covers those basic principles for building desirable relationships between all people.

6-5– 6-8 As in (6-1)–(6-4) except the subject is one aspect of Human Relations—Leadership. The basic principles of leadership are developed by the group as well as the "guideposts" of Human Relations.

7-1– 7-4 The same procedure is followed as on day 6. The subject is Group Dynamics as developed from the book, *The Governing of Men*, by Alexander Leighton.

7-5– 7-8 Study period for each member to begin preparation of conferences presented on days 6 and 7. Additional personal counseling is conducted during these periods.

8-1– 8-8 Trainee presentation of conferences presented by staff on days 6 and 7. These conferences will be presented by these men in their home organizations to their fellow supervisors and executives.

9-1– 9-8 As on day 8.

10-1–10-2 Subjects are assigned each trainee. He develops a 15 minute conference on such subjects as:

a. Causes for Job Dissatisfaction
b. Reasons for Disliking People
c. Method of Employment
d. Uses of Psychology in Industry

10-3–10-8 Each trainee conducts his prepared conference under criticism and with use of wire recorder.

Each trainee is permitted to return home over this weekend and is encouraged to do no work of any kind. The company stands all travel expenses.

11-1–11-2 Counseling and refresher practice of first two weeks work in paired groups.

11-3–11-5 Staff presentation of Basic Economics. The first two hours are based on the book, *How We Live*, by Clark and Rimanoczy. The third hour is based on the book, *Economics in One Lesson* by Henry Hazlitt.

11-6–11-8 This three hour period is devoted to methods of personnel selection. It is based on the book, *Principles of Personnel Testing*, by Charles Lawshe.

12-1–12-2 The usual counseling period is filled in by having the members who are not being counseled review the material covered on day 11.

Members of the staff are available for informal group discussion.

12-3–12-5 This period covers the history of the labor movement from medieval times. The last two hours cover contemporary labor history with emphasis on Socialism and Marxism as related to current labor movements in the United States, Canada and Mexico.

12-6–12-8 Labor Law is discussed beginning with the Danbury Hatters case and placing special emphasis on the Wage and Hour Act, the Wagner Act and the LMRA—1947.

13-1–13-2 Counseling period and study of previous days work as in (12-1)–(12-2).

13-3–13-5 The work in this three hour period is based on three psychological texts as follows:

a. *Psychology*—Normal L. Munn
b. *Differential Psychology*—Anne Anastasi
c. *Industrial Psychology*—Joseph Tiffin

13-6–13-8 The subject of Abnormal Psychology is based on the textbook, *Abnormal Psychology*, by Maslow and Mittleman. The subjects presented in this period are (1) fear of catastrophic breakdown and (2) feelings of insecurity and (3) generalized fear.

14-1–14-2 As in (12-1) and (12-2).

14-3–14-5 Each conferee completes a multiple choice test exercise on the company labor agreements. This is used as the basis for a two hour discussion period.

14-6–14-8 The subjects, Mediation, Conciliation, and Arbitration are discussed. Emphasized are the evidence collection aspects of arbitration cases as well as role playing examples of an actual case.

15-1–15-2 Discussion of logical thinking applied to the solution of human problems. The basic steps in this method are:

a. Isolation of the Problem
b. Collection of Facts
c. Analysis and Decision
d. Nature of Action
e. Follow-Up

15-3–15-5 Solution of Grievances as Human Problems. Each trainee will participate in several situations in which he is the aggrieved.

15-6–15-8 History of Industrial Progress. This period is based on the work by Siegfried Gideon, *Mechanization Takes Command.*

16-1–16-4 The Taylor principles of Scientific Management are discussed with emphasis on the human aspects of the problem. The nucleus for this course are the books by Taylor, Hoxie and Copely as well as Mathewson, *Restriction of Output.*

16-5–17-8 This is a presentation of the principles of Work Simplification which is defined as "the application of common sense to find easier and better ways of doing work." The application of the steps in (15-1) and (15-2) is emphasized.

18-1–18-8 This is a review of techniques of Conference Leadership. This is accomplished by trainee presentation of the three conferences presented on days 6 and 7.

19-1–19-2 Counseling and Study as in (12-1) and (12-2).

19-3–19-4 How to use such standard items as a bibliography, Dewey Decimal System, etc. is covered. Also covered is how to formally present research results.

19-5–19-6 Executive duties and responsibilities are discussed. Emphasized is the concept of the executive as decision maker only.

19-7–19-8 This is a period of non-directive group counseling. Desirable characteristics and methods of acquiring or developing them are covered.

20-1–20-2 As in (12-1) and (12-2).

20-3–20-8 As in (18-1) and (18-8).

## VI. Program Philosophy

The four week program can be fully successful only if the group accepts the following propositions:

1. Individualized personal guidance must be the basis for any program of executive development.
2. The dignity and worth of each individual employee is the keystone of our industrial democracy.
3. Learning comes from within the individual; the role of the teacher is to motivate, challenge and provide opportunity and materials.
4. Group activity is preferable for learning since it permits observation of relative abilities in leadership. It also permits natural leadership selection to function.
5. Group activity teaches the great value of cooperation. It also provides democratic discipline.
6. All problem solving must be based on the scientific method. Each individual should build his personal development on this platform.

## VII. The Staff

The composition of the staff will ensure the success or failure of the program. By and large all the qualifications for entrance into the trainee group should be also possessed by the staff. The only difference is one of degree. The staff which does the counseling work must be skilled in the evaluation and interpretation of personal assessment data.

## VIII. Conclusion

The program discussed in this article has developed out of the author's experience in the two year development of a Management Conference Program at The Mead Corporation combined with his experience in the Office of Strategic Services Assessment Program and his background of counseling, test administration, and executive training. The program is very practical but rests for its success upon the abilities of the staff in the conduct of the program. The staff must be emotionally mature and possess a broad constructive outlook upon life. This must have its roots in the goodness of industrial democracy.

After the staff has prepared the materials for the Institute, a full dress rehearsal should be held. This means an hour-for-hour presentation of all aspects of the program. The program will be successful in direct ratio to the participation of the trainees. This will depend upon the quality of the staff and *the quality of preparation.* This last cannot be too strongly emphasized.

# Editorial Comments

## Industrial Relations In A Declining Market

Two major wage demands of the CIO Textile Workers Union in the cotton and woolen-worsted manufacturing industry have been turned down in arbitration. For the first time since the end of World War II leading companies in these two industries have not negotiated wage increases with their local unions. Rather they have gone to arbitration with a convincing brief to show that a ten-cent wage increase is inconsistent with present market and cost of living conditions. This seems to be the general trend. The competitive market where efficiency and ingenuity count is returning. High costs in a buyers market, where the customer seeks best quality at lowest cost, are a sure way to the poor house. A worker might have high seniority in his company but that won't help him if his company is pricing itself out of the market because of his union's continuing demands for high wages.

What happens when a big customer calls up the production superintendent and says he's returning so many thousands of dollars worth of goods? He can't use the material. The quality is inferior and there are too many mistakes in it. Quality has to be improved and that means getting tough with the worker who repeatedly produces poor quality work. The industrial relations officer meets with his local union officials to explain what poor quality work is doing to the company. There is very little the company can do without union cooperation. Once understanding is secured a quality control system can be *jointly* worked out, and repeated offenders on quality will gradually be replaced. Management must, however, recognize improved quality in workmanship. If this is not done the company should not be dismayed if they experience a work stoppage in the department where the system has been put into use. Why? The union has done its part. The workers are doing their part. But no one ever tells them anything! After all they have worked hard to meet quality standards. Good work merits recognition and should not be taken for granted. All that is needed is a notice on the bulletin board or a letter to each worker. If the workers are kept in the dark they will become increasingly annoyed at the lack of information from the company and this combined with other irritations may easily lead to a work stoppage.

Cooperation with the union in a declining market is of first importance. Local union and company management have got to live and work together in order to survive. The union has to maintain its membership. It has to "go to bat" for the welfare of its people, but it must understand that unreasonable demands on the company defeat their purpose. And so we have these questions: How are you going to explain to the workers that business isn't as good as it used to be; and that if the company is to stay in business costs have got to come down, not go up; and that all of this adds up to job security in difficult times? Who is going to handle lay-offs and an equitable solution of legitimate grievances because of lack of work? Who is going to get the union to play ball with the company on terminating employees because of poor workmanship and serious kick-backs on quality of materials produced?

Industrial relations personnel are the people who are going to meet these problems. The personnel officer knows the requirements of his company and he is best qualified to interpret these needs to the union. Industrial relations means more than ever before—*human relations*. Good human relations between top management and organized labor are the basis of all cooperation and adjustment in the changing industrial and economic conditions of the day.

The industrial relations director and those associated with him face a great challenge and a great opportunity.

MONROE B. SCHARFF

# Why Denounce Labor's Goals?

SOME people are forever denouncing the goals of organized labor. We once tried it ourselves—with sad results.

The occasion was a debate with a union spokesman. Nobody was ever more agin' what the union was for than were we. "While the speaker can tell you what management is against," the labor representative countered, "and why management is against what it is against, and why you should also be against what they are against, *can he tell you what management is for?*"

That was the sixty-four dollar question that lost us the debate. He spent his allotted half-hour telling his listeners of organized labor's goals; we had spent ours telling why they were impossible. Perhaps our experience summarizes the situation that too many management men find themselves in today.

For fifteen years we have been confronted with demands to grant more and more concessions to our organized employees. We have taken an "anti" position, a negative role, during these years of organized labor's rise to power.

This role in which we have been cast has, in many respects, not only helped those persons who seek to convince the peoples of the world that our society is decadent. But, we submit, it is inconsistent with our American heritage. It is time we again took an aggressive, positive stand. Dreams of the average man are realizable under our way of living. We have merely scratched the surface of what is possible in achieving a better life. The demands for economic betterment of organized labor pale into insignificance when stacked up against what is possible for us to achieve.

We have to set our sights high and tell what management is for.

Not only tell what we are for, but tell how these goals may be realized. We have to deal in simple economic truths. We have to relate the realization of these economic goals to their necessary corollary: increased productivity and cooperation. In the process we would disprove the popular notion that it is possible to earn more by producing less.

WADE E. SHURTLEFF

# Letters From Readers

An interesting batch of letters has come recently from readers, East and West. Here is one from a correspondent formerly in manufacturing and now in the retail field, who wants to know what's the matter with personnel work in the white-collar industries.

No doubt you have become familiar with the recent article in Fortune Magazine on the Management of Men. Since I am now associated with a merchandising organization, I wrote to the editors to ascertain why the article had not mentioned merchandising organizations and other primarily white-collar organizations such as insurance companies and banks. The answer of C. D. Jackson, Publisher, was this: "People who worked most closely on the article tell me that they found almost no evidence of effective industrial relations work among merchandisers or in the banking or insurance fields."

As I have become more acquainted with the field, the realization strikes me that actually, white-collar organizations are just about five or six years behind industrial organizations in the practicing of effective industrial relations. I would like to have your comments on the situation and, if possible, those of some of your readers who might be interested.

Yours very truly,
John J. Zeisler
Wage and Salary Administrator
Spiegel, Chicago.

My opinion, for what it is worth, is that only a small proportion of white-collar organizations have felt union pressure, whereas most manufacturing ones have felt it. Readers will remember the report of the Conference Board meeting in the January issue of Personnel Journal in which Wade Shurtleff brought out the fact that one of the largest groups of "over-worked, under-paid white collar workers are the 110,000 people who work for the trade unions." Personnel practices generally seem to be more advanced in places where management has had to cope with articulate union leadership. Has anyone else a suggestion? Ed.

The article in the February Personnel Journal entitled "Basic Needs of Industrial Workers" by Herbert Moore, Stevenson and Kellog of Toronto is one of the finest down to earth articles I have read for some time.

It may interest you to know that we devoted one Supervisors' training meeting to the reading and discussion of this article and it provoked much favorable comment. I am recommending it to the Personnel Managers of the Northwest and to the Greater Portland Management Club for use also.

Yours truly,
A. C. Howard, Personnel Manager
Consolidated Freightways, Inc.,
Portland, Ore.

Mr. J. H. McQuaig's excellent article, "The Clinical Interview" in the March issue of Personnel Journal contains some very helpful aids for inexperienced interviewers.

I would like very much to reproduce the article and place it in the hands of our field supervisory personnel, who must do their own interviewing and hiring, since the Personnel Department is too far removed from the outside operations.

I will appreciate your permission to reproduce the article. Credit will be given both Mr. McQuaig and PERSONNEL JOURNAL.

Very truly yours,
D. M. Pritchett
Personnel Director
California-Pacific Utilities Co.,
San Francisco.

It is a pleasure to grant such permission and encouraging to see personnel men taking an interest in the findings of psychology. ED.

It is good to see a couple of references to the work of Rudolph Flesch in the March issue of PERSONNEL JOURNAL. For sometime I have been wondering why some of the very well qualified people who write articles for such magazines as the PERSONNEL JOURNAL cannot express their ideas in simple enough fashion that they can be read quickly and understood without too much effort.

Professor Pigors of MIT spoke of "Flesching" a manuscript after he had written it. Wouldn't it be good to have an expert in "flesching" screen all the material to be printed in some of our so called trade publications, and if necessary, put the ideas into simple, readable English? I can't think of anything that would increase the acceptance of any such journal more than this.

Sincerely,
W. D. Hersey
Industrial Relations Department
Socony-Vacuum Oil Co., Inc.,
Boston, Mass.

More power to Rudolph Flesch for his good influence on our industrial literary folk. It may be interesting to know that in this issue of PERSONNEL JOURNAL the following word substitutions have been made (and they are only a small fraction of such changes made every month in manuscripts which we print):

| Author says | Editor prints |
|---|---|
| Contribution | Addition |
| Implications | Findings |
| Significance for | Interest to |
| Picture | — |
| Concept | Idea |
| Contribute | Add |
| Techniques | Plans |
| Crucial | Important |
| Oriented | Directed |
| Clientele | Students |
| Techniques (again!) | Skills |
| In terms of | And |
| Pattern | Style |
| Technique (again!!) | Method |
| Basic concepts | Subjects |

This is not mere editorial animadversion; your editor relishes an exact word in the right place as much as anyone, whether it be long or short. However, PERSONNEL

Journal must be readable (if it is to be read) and Flesch's formula fills the bill.

Ed.

We are interested in a study or studies that may have been made in recent years of executive salaries at the policy forming level for small and medium size corporations. What I mean by policy forming positions would include President, Vice-President, General Manager, major Department Heads, and other top staff and executive positions.

I would be interested in knowing whether there is any sort of pattern followed, such as ratio between top executive salaries and annual sales, ratio between top executive salaries and all other wages and salaries paid by the company, or other such ratios.

If you have made any such studies or if you know of others who have made similar surveys, we would be interested in having information concerning them. Please give the name of the publications, and name and address of publishers.

Very truly yours,
Howard L. Spessard
Industrial Relations Department
FAIRCHILD AIRCRAFT DIVISION
Fairchild Engine & Airplane Corporation

We do not know of any studies of just the kind you suggest. In some industries there are about 10 workers for each supervisory and executive employee. This necessarily varies with the industry and according to size of company. With such a ratio established in an industry it would be possible to relate executive salaries to other salaries by means of job evaluation. However, job evaluation is extremely rare at high levels. Almost the only article describing a successful plan appeared last month in Personnel Journal, telling about the three years success of a plan of executive position evaluation at General Foods Corporation. They might have some figures of the kind you want. Write Mr. Earle F. Gill, at 250 Park Avenue, New York 17. Also, try the Conference Board at 247 Park Avenue, New York 17. Perhaps someone at the Graduate Business School of Harvard University, Cambridge, Mass., might give help. Also the American Management Association at 330 W. 42nd St., New York 18, and the National Office Management Association at 12 E. Chelten Ave., Philadelphia.

Ed.

We should like to express our appreciation to you for your permission to use the acrostic "A Good Supervisor" in the Personnel Service Newsletter. It is my belief that it will be valuable to members of our staffs who each month receive the Newsletter.

Most of our readers have expressed special interest in the feature which we call "Supervisory Workshop" and consequently we are always on the lookout for good material for this section.

Again, thank you for your kindness.

Sincerely yours,
Norman A. Durfee
Administrator for Personnel Services
American National Red Cross,
Washington, D. C.

The acrostic referred to appeared in Personnel Journal for December, 1947.

Ed.

# The Editor Chats With His Readers

### What Makes a Worker Tick?

The Survey Research Center of the University of Michigan is conducting a study for the office of Naval Research in order to find out what makes men and women productive in industry. The Michigan investigators interviewed 742 members of the clerical force and 73 supervisors in two departments of the Prudential Insurance Company, Newark, N. J. They found, as you would expect, that most people like freedom of initiative and want to be allowed to assume responsibility. They don't like being watched and being supervised every minute. When supervision was very close production tended to be low and on the other hand when supervision was rather general in nature production was higher. It was interesting that the least successful supervisors emphasized the importance of getting the work out fast but the more successful ones wanted their people to feel happy and comfortable on the job. As the report puts it, the latter were "employee centered" rather than "production centered." Supervisors in low production groups do more work themselves than supervisors in high production units. The report says, "the saving is more than offset by the failure to tap potential human resources in the section. The section head who spends most of his time in straight production work is functioning primarily as an employee and leaves his work group without a leader." Supervisors in high production units were found to be more democratic and less arbitrary and also less defensive in attitude. It was concluded that probably the successful supervisor was a well adjusted person to begin with. From this it was concluded that labor relations can be improved in a plant but that the roots of labor relations go back into the homes in which people were brought up.

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### "Why We Moved to Kankakee"

Good public relations is coming to be an ever increasing factor in good personnel administration. The gigantic program of General Electric is an evidence of this. The following appeared as an advertisement of General Mills Inc., of Minneapolis, and was run on the back cover of the Saturday Evening Post of March 5th. It tells why they selected Kankakee, Illinois for the location of a new plant.

> One day in 1915 a French chemist named Chevreul found a magic substance locked up in ordinary tallow.
>
> This substance—one of the so-called fatty acids—made possible candles that burned without giving off tear gas. Today fatty acids are an almost miraculous help in making better varnish for floors, better ink for magazines, better chocolate for candy, better lipstick for ladies.
>
> After five years of our own research in fatty acids, we become so impressed with their possibilities that we decided to produce them in a big way. We chose Kankakee as the place to do it for several reasons.

Important raw materials—corn and soybeans—were right at hand. Many of the industries eager to use this new product were within easy shipping distance. And so, last October, we opened our new Chemoil plant there.

But Kankakee means more to us than a handy location. It means capable young men to join us in an exciting new industrial adventure. (We asked colleges to tell their chemistry students from Kankakee that we were saving jobs for them back home.) It means pleasant homes for our people, a grand place to bring up their children. It means, we hope, solid new friends for General Mills . . . for we try to be good neighbors and good citizens.

You can see why General Mills, like many other large companies, enjoys living in small towns. You can see why, for some time, we have been making Betty Crocker soups in Oskaloosa, Iowa . . . Kix, Cheerios and Wheaties in Lodi, California.

Perhaps you'd like to know where we get the money to open new plants. Actually, almost half our usual 3-cent profit on each dollar of sales goes into the kind of research and expansion that led us to Kankakee.

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**An Exchange of Jobs and Homes**

Newspaper readers in the vicinity of New York City have been made aware of an interesting project in which an American girl went to England and took the job and lived in the home of an English girl, Ada Fishburn. In return Miss Fishburn came to North Bergen, New Jersey at the plant of the Duro-Test Company to take the job of Mary Uglianitza. Ada Fishburn is 22 years old and is a "top stand maker" at Duralite Ltd. in Spennymoor, England, an affiliated company. She was much impressed by the food and said "I can't remember ever having seen so much food before." She especially likes hamburgers and triple decker sandwiches in place of the fish and chips which she says are a steady diet at her home plant. Miss Fishburn says that she had to learn not to speak of things she liked because, she says, "if I fancy something, they give it to me." She says that at the New Jersey factory the pace is faster and she found it difficult to keep her machine on the line fully charged. During the month she is in this country Miss Fishburn has been living with Mrs. Ellen Pheiffer of Union City, N. J. who is also an employee of the Duro-Test factory. Miss Uglianitza said she put on weight under the English diet. She was impressed by the uniformity and efficiency of the plant at her home but she liked the airiness of the English plant. She said "here the work isn't so fast. Back home the watchword is production, production and more production but at home we get a 15 minute break in the afternoon which we don't get here." She was much higher paid at home—$42. for a five day 40 hour week, compared with $15. for a five day 44 hour week in England. However, she remarked that she could get lunch in England for about 25¢. Both girls spoke favorably of the British plan of medical care at government expense and cited it as another reason why smaller salaries go further in Eng-

land. Walter Simpson, President of the Duro-Test Corporation is responsible for the job exchange. His Company has a stock interest in the Durolite Company of England. All reports indicate that the exchange has been successful, at least in arousing interest in the employees of both plants.

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### Partners in Production

The Twentieth Century Fund has just issued a report "Partners in Production: A Basis for Labor-Management Understanding." The labor committee which made the report, assisted by Osgood Nichols, consists of eight persons; citizens, union leaders, editors, industrialists, and university teachers. The committee finds an important shift in the attitudes of both management and labor. "The evidence points to the growing sense of responsibility toward the mutual problems which confront labor and management." The committee lists the four principal goals of labor as (1) a sense of security; (2) an opportunity to advance; (3) more human treatment; (4) a sense of dignity on the job. These of course are, after all, pretty much the fundamental drives of all humanity. They list as the four fundamental goals of management (1) good business for the company; (2) good relations with its employees; (3) freedom to manage without interference from anyone; (4) good relations with unions. While the committee finds that wages are by far the most important issue in collective bargaining, that other issues have assumed great importance in recent years. The committee pleads for fewer disputes and more joint effort.

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### With the Colleges

New York University reports that "The Personnel Workshop" was held in Morris Hall at New York University School of Commerce from April 12 to 15. More than 18,000 pieces of literature were exhibited. The exhibit was made possible by the cooperation of the American Management Association and consisted of much of the material shown by that organization at its mid-winter personnel conference in Chicago in February of this year.

Cornell University School of Industrial and Labor Relations, Ithaca, New York, has announced a special summer seminar in personnel management. The sessions will start on July 5th and will continue through August 13th. Enrollment will be limited to persons engaged in, or about to enter industrial relations or personnel work. The program is specially aimed to help those persons who have had business experience but lack extensive experience in personnel management. The purpose is to provide an opportunity for such persons to become acquainted with personnel principles and prevailing practices and literature of the field. Participants may choose from other related courses offered by the school which include: human relations in industry, labor history, audio-visual methods and other courses. Information may be obtained from Professor Earl Brooks.

# Across The Editor's Desk

*The Conference Board Business Record*, Volume 6 No. 2, carries a report on productivity in industry. The conclusion is reached that there is little evidence of a rise in productivity during the past two years. Unit labor costs for 1948 are just about the same as pre-war.

*Industrial Nursing* for March 1949 contains articles on health, education and industry, absentee reduction, and the need for medical nursing and safety programs. Industry Nursing is published monthly by Industrial Medicine Publishing Company, 605 N. Michigan Avenue, Chicago 11, Illinois.

*The Industrial Relations Section*, Princeton University, Princeton, N. J. has issued a series of references under the title "*Revision of the Taft-Hartley Act.*" It contains 24 references to articles in PERSONNEL JOURNAL and elsewhere, with a short paragraph indicating the content of the article or book. It is obtainable from the section at 15¢.

Personnel work in hospitals is beginning to take hold. A letter from Mrs. R. L. Hosick, Personnel Director of the *Christ Hospital, Cincinnati*, says

> We are subscribers to your magazine, PERSONNEL JOURNAL, and have found it most interesting and helpful in the hospital field.
>
> Perhaps you might be interested in our employee handbook, enclosed. We would be glad to hear your comments after you have had an opportunity to read it.

This is a well gotten up little handbook of 35 pages telling the new employees all about the conditions of employment, etc. in Christ Hospital.

H. J. Richey, Director of Suggestion System Division of the *National Biscuit Company*, New York spoke before the last conference of the California Personnel Management Association, San Francisco, on the topic "*Putting Suggestion Systems to Work.*" This is a practical how-to-do-it talk copies of which may be obtained from the Association at 870 Market Street, San Francisco 2, for $1.00 each.

Charles A. Pearce, Director, Department of Labor, New York State has sent a copy of Bulletin No. 223, *Directory of Labor Unions in New York State*. This is a well printed booklet of 124 pages listing the unions in all the cities of the state and giving the names and addresses of the Secretary of each union. A mimeographed pamphlet of 65 pages lists *Government Employee Organizations in New York State* and likewise gives the addresses and the names of the secretaries of the associations.

The *Penco Packet*, a publication issued bi-monthly and edited by employees of *The Pennsylvania Company for Banking and Trusts*, Philadelphia carries an illustrated article "Job Evaluation Explained," by Kathryn C. McDermott, Chief Job Analyst. It was written for the general information of all employees of which there are 1500. This factor comparison salary plan has been in effect in this company for more than ten years. The same publication contains a short article, the second of a series describing employee benefit plans. This one outlines the benefits provided under the

Blue Cross Hospitalization Plan. Like the previous article it was written by W. L. Case, Jr. and R. H. Weber.

The February issue of *The Conference Board Management Record* contains articles on the closed shop, vacation practices in 1949, union demands for social security benefits and a new executive health service. In addition there are the regular departments. The Management Record is prepared for associates of the Board at its office 247 Park Avenue, New York 17.

Several publications have been received from the *Labor and Management Center, Yale University*. One of these is a 13-page pamphlet listing the publications of the center. Another is "*Plans and Progress*," a report of progress of the Center for 1948. Another report is "*Human Relations in an Expanding Company*" by F. L. W. Richardson, Jr. and Charles R. Walker. It is the title of a study of the manufacturing departments in the Endicott plant of the International Business Machines Company. The principal chapter headings are plant expansion and human relations, foreman-worker relations, relations between supervisors, and work flow and human relations. This is a well printed paper bound book of 95 pages and is available from the Center at Yale University, New Haven, Conn. at $1.50.

"*Management Abstracts*" is issued by the British Institute of Management, 17 Hill Street, London W. 1, England. Volume 2 No. 1 is 48 pages containing 42 abstracts from books and articles issued in different parts of the world. Two abstracts are from articles which appeared in PERSONNEL JOURNAL.

The National Metal Trades Association has issued Industrial Relations Report No. 2, "*The Open House in Industry*." This discusses the purpose of the open house, when it should be held, whom to invite and other details. There are also chapters on public relations, exhibits, plant tour, refreshments and other details. It is well printed in off-set, 27 pages and may be obtained from the Association at 122 S. Michigan Avenue, Chicago 3.

"*Training Salesmen*" is the latest of a long series of reports prepared for Metropolitan Life Insurance Company Policyholders by the Service Bureau of that Company. The report consists of 60 pages well printed by offset method and deals with all aspects of sales training, including references to programs in specific companies. The Metropolitan Life Insurance Company is at 1 Madison Avenue, New York 10.

The National Industrial Conference Board each year issues its "*Economic Almanac*." The volume this year is 560 pages and is described as "a handbook of useful facts about business, labor and government in the United States and other areas." It is prepared for associates of the board.

J. Joslin, Industrial Relations Manager, York Corporation, York, Penna. writes enclosing a copy of "*Shop News*." The well printed newspaper style employee publication of that Company has 12 pages. Also received is a four-page leaflet with a title on the front "*Welcome, Information you need today to start your job at Yorko*." This is a short outline of a few of the important things a new employee must do.

It has provision to insert the time when he is to take his physical examination, the place it will be given, the date of his first pay-day, when his insurance becomes effective and when hospitalization becomes effective. An interesting organization chart of the Industrial Relations Division has also been received from Mr. Joslin.

"*Safety, Health and Sanitation Clauses*" is the title of the latest preliminary chapter of the publication known as *Collective Bargaining Provisions*, published by the Bureau of Labor Statistics, U. S. Department of Labor. It is 42 pages letter size and contains many typical clauses printed from actual contracts, and covering matters relating to safety, health and sanitation.

"*Personnel Service Newsletter*," issued by American National Red Cross, Washington, D. C. contains an article in the January issue "What Does a Group Life Insurance Plan Do For Me?" This is written by N. L. Jones, Office of Insurance and tells the employee of the benefits to him and his family under the life insurance plan. The same issue contains a three page article on "Personnel Turnover."

"*Quotes Ending*" for February, published by Robert D. Breth, 1728 Cherry Street, Philadelphia 3, for the American Association of Industrial Editors, discusses "Format—What Type To Use?" This discusses the different problems which arise when a proper format must be selected for an industrial publication. The March issue begins with an article "Is Labor News A Hot Potato for Employee Publications?" Apparently very few employee publications touch labor news at all. One of the subheadings of this article is "How Do The Courageous Ten Per Cent Handle Labor News?" There are then extensive quotations from numerous employee publications dealing with union news. The concluding sentence is "progressive managements use the employee publication to work for improvement in both employee and labor relations."

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*Johns-Manville Corporation* has just issued an attractive and well planned employees' handbook. The front and back covers, when spread out show a colored map of the United States and the lower part of Canada with all company locations marked. The handbook is titled "Working Together in Johns-Manville" and contains 40 pages. It is attractively designed, with humourous cartoons on each page and is printed in three colors. There is an unusually complete index and a list of all company products and locations. An interesting feature is that employees receive the handbook from their foreman or other immediate supervisor.

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### Instructors in Industrial Relations Courses

# Book Reviews

Job Horizons. By Lloyd G. Reynolds and Joseph Shister. New York: Harper & Brothers, 1949. Pp. 102. $2.25.

The Yale University Labor and Management Center has made some notable additions to our understanding of the dynamics of industrial relations. *Job Horizons* is one product of their investigations. It is a most original and striking attempt to discover the factors involved in workers' job satisfaction. This study sums up the results of interviews with 800 manual workers in a "medium-sized New England city" during 1947. The questions asked, the procedures followed, the training of interviewers, and the effort to avoid bias during the interview are carefully explained in a technical appendix. Personnel directors who are thinking of taking morale studies among employees will find many valuable suggestions as to proper procedures in this section. Of the 800 men questioned, 350 were workers who had changed jobs between 1946 and 1947.

The findings of this study will be of great interest to management and students of industrial relations. Wages are of importance in keeping workers contented, but they are only one of several factors. The authors find that the causes of labor dissatisfaction and voluntary quitting were as follows (in descending order of importance): unpleasant physical characteristics of the job; inadequate wages; unfair treatment; poor supervision; and boredom with the work. The worker, furthermore, is interested less in his absolute wage rate than he is in how his wages compare with those of someone doing similar work. A rapid rise in prices such as occurred in 1947 will accentuate the importance of wages in the worker's idea of job satisfaction.

The general impression obtained from this survey is the important part played by non-wage factors in creating high morale. Relations with foremen must be satisfactory if a harmonious work situation is to prevail. The worker must be convinced that he is being treated fairly by the company; that is, as compared with his fellow-workers, he is not being discriminated against in the matter of work assignments, promotions and discipline. A rather interesting finding is the relative unimportance of such matters as pensions, group insurance, hospitalization and medical plans, rest rooms, cafeterias, recreation facilities, and paid vacations and holidays in the workers estimate of what makes a good job. Not one worker of the 800 interviewed said that the lack of these things caused him to leave his previous job or to be discontented in his present position. One may ask how the current demands of union leaders for an extension of fringe benefits square with these findings. Is it that the leaders and the rank and file of the unions are poles apart in their thinking? Workers are also discontented because of unsatisfactory family situations or neurotic traits of the individual. The most intelligent management might have difficulty in eliminating this personal cause of worker dissatisfaction.

Chapters three and four are devoted to an examination of the ways workers find their first jobs and how they later change positions. Workers depend largely on

friends and relatives for information about jobs; they usually lack any broad view of the entire labor market. The authors feel that public employment agencies are not too successful in fitting the individual's abilities to existing job opportunities.

One may well question the general applicability of the findings of this study For one thing, only 800 male, manual workers were interviewed. How would women and white collar workers rate their jobs? Would a larger sample have yielded different results? Secondly, the interviews were all made in one "medium-sized New England city." Is this city and its problems typical of the United States in general? Would the same survey in another city give different results? The authors promise a fuller and more comprehensive report in the near future. It should add much to our understanding of the factors which determine worker morale and satisfaction. This book can be read with profit by anyone concerned with industrial relations.

Nathan Belfer
Brooklyn College

THE PROPER STUDY OF MANKIND, an Inquiry into the science of human relations, by Stuart Chase, Harper & Brothers, 1948. 305 pgs. $3.50.

Here is the story of an economist turned social scientist. The author of *Your Money's Worth* and *The Tyrany of Words* has now discovered that he had heretofore not been asking the right questions. Being wise and humble, he begins with a sample of the field. Mr. Chase reviews the concept of culture, the common patterns of mankind, and reviews what he calls: Revolt in the Desert, which is Alexander Leighton's study of our displaced Japanese citizens. He reviews the laws of social change. He reviews Middletown, Elton Mayo's studies and Why Men Work by Alexander Herron, and others.

Finally, after a review of the social sciences, Mr. Chase moves on to his daring Implications and Conclusions. It is his considered judgment that our own hope for survival lies in the application of the scientific method to human relations. With Elton Mayo, he wants all social scientists to band together in a great unifying research project covering human communication in all its aspects. Today the cultural anthropologist, the economist, the psychologist, the political scientist and the sociologist are working together on the Island of Truk trying to devise ways and means of preserving Melanesian values. Similar teams of scientists working together across international lines could work toward tentative solutions of our worst East-West tensions. But first, we need to build up understanding so that we can communicate with other peoples. Mr. Chase feels that people are basically all right. It is our culture that is vicious. Put the scientists to work, train people for living, not just for the next school or college course. Only in some such way can man come to terms with nature and with himself. "The Proper Study of Mankind" will help the Labor Leader, the Management leader and all who work with groups of people.

Willard Tomlinson

Personnel and Industrial Psychology. By Edwin E. Ghiselli and Clarence W. Brown. McGraw-Hill Book Company, Inc., New York, 1948. 475 pages. $4.50.

This book was evidently prepared for advanced university classes in applied psychology. It includes such diverse fields as time and motion study, placement, training, and rating of workers, accidents, fatigue, monotony, and worker motivation and morale. The authors' quarrel with the use of time and motion study to achieve economy of worker effort, for example, is that current practice has hardly advanced past a standardized application of the physical sciences and ignores long-standing psychological findings on individual differences. In the judgment of the authors, the foundations of modern industrial personnel work are weakened by persons untrained in the sciences of human behavior. They feel that the total contribution of science (i.e., psychology as a science) when applied to the human side of industry falls far short of its achievements on the mechanical and physical side. The writers further advance the thesis that the application of science to the worker has been, on the whole, a one-sided affair, designed to induce him to accept improved operation in his role as a quasi-machine rather than to develop or discover his productive capacities as a human being.

The rather serious neglect of research data since 1941 may imply, to some readers, that the major research studies in this field were completed before World War II. I am inclined to believe, however, that this may be the result of having prepared the bulk of the text before Pearl Harbor. There is little or no mention of the notable accomplishments in personnel psychology from the World War II years. The references cited at the end of each chapter show only 42 out of the 421 references cited that carry a date from 1942 to 1948. The text is, on the other hand, very successful in presenting most of the conventional problems in the field of industrial psychology. In this presentation, the effort is directed toward teaching the student to recognize these problems, to define them, and to familiarize himself with some of the attempts at their solution.

The authors might have broadened the scope of their work by including some discussion of the place of systematic psychology in job evaluation and wage standardization and in work simplification. These topics of contemporary importance are at least as worthy of treatment by psychologists as are the highly physiological matters of fatigue and of accident-proneness. There is, however, an excellent and much needed chapter on "Effective Methods of Work and Design of Equipment," and a long chapter on "Accidents and the Safety Program."

Forrest H. Kirkpatrick
Bethany College, West Va.

## SITUATIONS WANTED

PERSONNEL ASSISTANT, INDUSTRIAL RELATIONS ASSISTANT OR INTERVIEWER. 11 years broad successful experience in industry. Degree in Industrial Relations. Free to travel anywhere. Veteran, 32, married. Box 48, Pers. Jour.

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MANPOWER MANAGEMENT. Now directing comprehensive personnel program; salary and wage administration; recruitment, utilization and development of manpower resources. Offer ten years diversified and practical experience with printing trade and Federal Government. A. B. Swarthmore College: M.A. Temple University, Personnel Psychology. Present salary $6850; age 32; married; family. Desire position of greater responsibility and challenge. Box 55, Pers. Jour.

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PERSONNEL OR TRAINING. Desire position offering real challenge with relative salary. College graduate in education and social psychology. General and specialized personnel experience. Age 33. Present salary $6000. Box 57, Pers. Jour.

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PERSONNEL MANAGER. 9 years broad experience. Labour relations; union contracts. Also experience in time study and job classification. Age 35. Montreal resident. Box 58, Pers. Jour.

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PERSONNEL ASSISTANT. Graduating June '49 from large mid-west university with majors in Personnel and Business Administration and minor in Psychology. 9 years business experience, including 2 years in personnel positions. Age 32, veteran. Military experience in supervisory and clerical capacities. Interested in opportunity to "work up" in firm with progressive personnel department. Box 59, Pers. Jour.

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DIRECTOR OF INDUSTRIAL RELATIONS AND PERSONNEL. 12 years' experience in all phases. of Industrial, Labor, Public and Personnel relations. Experienced in farm machinery and metal trades National reputation in employee relations. Box 60, Pers. Jour.

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ASSISTANT PERSONNEL OR TRAINING DIRECTOR. Ten years experience in instrument production industries, such as Sperry Gyroscope Co., Federal Telephone & Radio Corp., five years of which were served in a supervisory capacity. Two years of evenings at Stevens Institute of Technology for such subjects as Industrial Psychology, Industrial Engineering, Job Evaluation, Shop Production Methods, etc. Position must be in metropolitan New York or northeastern New Jersey. Age 28, married. Box 61, Pers. Jour.

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INDUSTRIAL RELATIONS. Cornell graduate, age 25, veteran. Knowledge of labor laws, experienced in interviewing, testing, job evaluation. Engineering and psychology background. Box 62, Pers. Jour.

## HELP WANTED

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line 10% discount for two insertions, 20% off for three insertions or more.

# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY

*Volume 28* *Number 2*

## *Contents for June 1949*



EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## JUNE

6–8 Detroit. Book-Cadillac Hotel.
*Industrial Recreation Association.* Annual Conference. John W. Fulton, Ex. Sec., 185 N. Wabash Ave., Chicago 1.

8–9 New York. Waldorf-Astoria Hotel.
*American Management Association.* General Management Conference. J. O. Rice, 330 W. 42nd St., New York 18.

8–11 Bolton Landing, Lake George, N. Y. Sagamore Hotel.
*National Metal Trades Association.* Plant Management Conference, W. G. Henry, 60 E. 42nd St., New York 17.

12–15 Lake Delton, Wisc. Dell View Hotel.
*National Metal Trades Association.* 1st Section, Plant Management Conference.

15–18 Lake Delton, Wisc. Dell View Hotel.
*National Metal Trades Association.* 2nd Section, Plant Management Conference.

## JULY

11–13 Champaign-Urbana, Illinois.
*College and University Personnel Association.* Third Annual Conference. Donald E. Dickason, Univ. of Illinois.

20–23 Silver Bay-on-Lake George, N. Y.
*Silver Bay Conference on Industrial Relations.* 31st Annual Conference. Wm. F. Meyer, Exec. Sec., 347 Madison Ave., New York 17.

This description of a successful railroad employee magazine contains stories of practical ways in which the employee's understanding of company policy was improved and of how public relations were favorably influenced at the same time.

# The Employee Publication—Where Personnel and Public Relations Meet

By L. W. Horning, Vice President, Personnel and Public Relations, New York Central System

It is my conviction that the industrial publication—the employe publication in particular—is the point at which personnel relations and public relations converge. Much of this discussion, therefore, will deal with the house organ as a link between the internal and the external aspect of industry's human relations.

First of all, internal though it may be in plan and execution, the company publication cannot help having its effect outside the employe family. If it is good enough to be taken home by the men and women who work for the company it is going to be seen, not only by their families, but also by their friends, relatives, and guests. Through other means as well—possibly through deliberate outside distribution—it is going to find its way into the hands of strangers. Their opinion of the company, even of its products, will be influenced by what they think of the company magazine or newspaper. That is one of several reasons why it is never a good idea to scold, berate, or talk down to employees in their house organ, or to use it as a place for discussing disciplinary matters. Rather, both the company and its employes deserve to be presented in the best possible light in the pages of their company journal. When that rule is followed the house organ is doing a public relations job with the public *outside* of the company as well as *inside*.

## Print Important Company Policy Statements

The internal publication can be an especially good source of favorable attention from the general public when it is used for important statements by top company executives. Many of the subjects which management wishes to discuss with employes have definite interest for other groups as well. Where this is true, it is good

practice to see that the issue containing the message is sent to publications that may be interested in it as news or for editorial material.

On several occasions we have found this an effective means of evoking comment in the general press on issues that we wanted to bring before the public as well as before our employes. At the same time, our employes took greater pride and interest in their company magazine when they saw it referred to and quoted in the public press. Also, the realization that their publication had been selected by management as the means of getting across an important announcement gave employes a feeling of being closer to their company.

Of course, the primary form of such a message must always be for the employes. It would be the height of folly to "plant" in the employe publication, statements which are actually are meant for customers, legislators, or stockholders. No editor can afford to forget for whom he is editing his "book." This is a rule, by the way, which should be applied scrupulously in the selection of all material to go into the house organ.

While on the subject of using the company publication as a means of conveying management messages to employes, I would like to say a few things about the interpretation of company policy through the pages of the house magazine or newspaper. This is not a field in which simple, clear-cut principles are easily found. For my part, I am not sure that we yet know exactly the fields within which the house organ should voice company opinion and the topics which it should steer around or shun altogether.

None of us wants to offend the employe-reader by making him feel that the publication addressed to him is out of sympathy with his viewpoint. Guided by this consideration, many of us have avoided all areas of discussion which could in any way be considered controversial. Are we right or wrong in so doing? Because this question is difficult, and because I am not prepared to give any final answer to it, I will not at this time do more than acknowledge its existence. I would, however, like to cite a recent case from the experience of our company in which an issue, some angles of which could have caused a disagreeable controversy, was turned to constructive use in the pages of our magazine.

### A Case History

An occasion arose where it was necessary, because of a decline in travel volume, to reduce service slightly. While this reduction was small it was, nevertheless, rather important to the individuals whose jobs were affected. Because of railroad seniority rules a change in one job can make itself felt in a widening circle as one man, displaced from his former job, in turn displaces a junior employe and so on down the line.

The question arose of how to handle the matter in our employe publication. It was not necessary to inform employes of the service changes, since they knew of them before it would have been possible to tell them through the magazine. There was

some thought that perhaps we should simply "let sleeping dogs lie" and ignore the matter entirely.

However, this didn't strike us as being good coverage, whether in a house organ or in any other publication that has the responsibility of providing information. So we looked for a useful way of presenting the story. And when we looked, we discovered that here was a tailor-made situation for a message which we were constantly trying to find ways of getting across, but which invariably sounded too "sermonish" when it appeared in editorials.

Here is what we did. We reported the facts of the story, and in connection with them we quoted an official of the company. His statement said the decline in business which necessitated the service curtailments (and the job curtailments) served to point up the highly competitive nature of our business, and the need for every employe to do his best to make our service so appealing to the public that business would not decline. In other words, a potentially "sour" story was turned, we believe, into a realistic, down-to-earth business lesson which every employe could, without any trouble, apply directly to himself and his job. It struck us as an opportune, aggressive piece of internal public relations, calculated to have a good effect on our external public relations.

### Cooperation With the Public Relations Department

Let us consider now another way in which the company publication edited for employes, and designed primarily to perform a mission with regard to employes, can nonetheless be a real support to the external public relations program of a business concern. You are all familiar with, and many of you doubtless are taking advantage of, the frequent opportunity to use material for publicity purposes which has been developed primarily for the company publication. As some editor has so well expressed it, when you do this you get "two for the price of one."

Commonplace as this by-product value may seem, there are companies where it is neglected. Particularly in large organizations, where functions are highly departmentalized, opportunities for this kind of teamwork are likely to be passed up. Where a separate publicity department is maintained, the house organ editor can render a service by taking the initiative and passing along to the publicity people anything he turns up which seems to have publicity possibilities.

As a footnote to this point, I am reminded of a little device used by the editor of our company publication and the manager of our press bureau. Just for the fun of it they keep a monthly box score, recording the number of items each "borrows" from the other stories that are worked up into press releases that are also suitable for use in the house organ. In this manner both departments are always on the lookout for ways in which the work they have done can be of use to the other fellow. The number of "plus values" thus chalked up over a period of time is considerable.

It would not be amiss at this point to say something about the future of the internal industrial publication. What will be its place in the business organization

in the years to come? How will it fare if we should encounter an economic setback some time in the future?

Trite as it may sound, the answer to these questions is that the future of the house organ depends upon the people who produce it. How long it will last and to what stature it will attain depend upon the extent to which the editor can make his publication contribute to the success of his firm and therefore to the economy on which it depends for support.

The house organ which really builds constructive personnel relations within a firm justifies itself by higher production, better-satisfied employes, a more stable community, and a sounder economy. This may seem a wide circle of benefit to result from the comparatively small splash that any one publication can hope to make. But, with the sum of many efforts, it is all within the realm of possibility.

## Have Faith in Your Work

In this connection, it is rather disturbing to note that confidence in the house organ as an effective instrument is not always so strong as it might be among the very people who should have most faith in it; namely, house organ editors themselves. In fact, about the only pessimism one encounters regarding the potentiality of the internal publication is found right in that editorial fraternity. This, of course, may be due to an exaggerated modesty; but the likelihood seems greater that it stems from an underestimate of what a house organ can and is supposed to do.

Some house organ editors complain that they do not receive the satisfaction which editors of general magazines and papers derive from watching circulation figures grow, knowing that people like their product well enough to pay good money money for it. "We just put the thing out month after month," these editors say, "and whether it's good or bad doesn't seem to make much difference to anyone but us."

Granted that there is a disadvantage in this lack of a tangible standard by which an industrial publication's success may be measured. Yet, rather than a disadvantage, isn't this merely another challenge to the editor; a challenge to devise some means of discovering just how successful his product is; of finding out how well his "book" is going over?

Surveys and questionnaires offer help for this problem, and so does candid talking with employes and supervisors; *if* they know that the editor really wants candid talk. It requires a thick skin to absorb the cross-fire of criticisms which any publication, however well done, will receive when its readers loosen up and start telling how they would do things. But a durable hide is part of an editor's stock in trade anyway, and he will do well to expose it frequently to some pot-shots from his public.

To the house organ editor, then, who is in doubt about the future of his paper I would say: Don't doubt the place of your publication; *establish* its place. Make it so useful that it becomes an indispensable tool in the personnel policy of your company. The jobs you can do with it are jobs that your management is anxious to have

done. As industrial editors, you serve as a communications link between industrial management and the people who are industry. In some matters, you are the most effective, if not indeed the only, means of such communication. In the specialized field of employe relations, you provide, as it were, the "Two Way Street" which Dr. Eric Goldman has so illuminatingly explored for us in his little book by that name. You are at once management's voice before employes and the voice of employes among themselves and before the world.

### The Importance of the Employe Publication

You have on your side the basic channels of communication between men, and you can turn them to advantage in the solution of problems that are among the most vital to man's progress and happiness. That is why your work is, or should be, one of the most satisfying of all jobs in the business world today.

And now, in conclusion, a word of caution. Let us not forget that, in the employe publication, we are working in a specialized medium and for the most part we have to develop our own standards. Great as may be the temptation we must not in this job slavishly bind ourselves to the rules that govern some other kind of publocation, time-worn and tested though those rules may be in their own field. If we devote all our energies to making our house organs look and feel like some secular journal that appeals to us or appeals to the public in general, and in so doing forget the specialized mission we are supposed to perform, then we will end by failing in our assigned duty.

Never has the need been greater for exploration and progress in the realm of labor-management communications. The potential which this situation presents to the industrial editor is unlimited.

Good luck to you; and may the product of your labors continue to be an ever-increasing influence for good in the promotion of better Management-Employe relations.

An address before the Industrial Editors' Association, Chicago, April 20, 1949.

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In the course of a discussion on the relative merits of the titles "Personnel Director" and "Industrial Relations Director" one of the debaters summed up the situation with the remark that the only difference he could see was about $2000 a year in salary.

Every employer must decide whether to cooperate with his unions or whether to oppose them. Here is a persuasive argument for cooperation and a discussion of some of the penalities for failing to achieve it.

# Getting Along with the Unions

By A. L. Gitlow, New York University

In our civilization the leaders of important groups in the community occupy places of high importance. Consequently there is great competition for these positions of leadership. This is as true of trade unions as it is of business and government. We are not surprised, therefore, when we witness keen struggles to secure and retain leadership dominance in trade unions.

Any study of union affairs reveals clearly that labor leaders are necessarily politicians. They are politicians in two senses. First, they must be politicians within their own unions. This is true because the union leader is an elected official. Consequently, he depends upon the support of a majority of the rank and file members, and their opinion of his leadership is a matter of vital concern to him. We can not forget that most trade unions are democratic institutions in which the rank and file members are the electorate upon whose support the leader's position rests. Since the leader covets his job, he must please this electorate. This accounts for the tendency in trade unions toward the formation of political machines, which have as their purpose the maintenance in power of a given group of labor leaders.

There is a second sense in which labor leaders are politicians. The unions which they lead, and their own positions as well, are affected by government legislative action. In self-defense they must work to influence the actions of the agencies of government. This involves these union leaders in political activity, in the course of which they behave like other leaders of pressure groups, seeking to achieve their objectives through their ability to influence government action favorable to themselves and their unions.

In considering the political nature of the union leader's office, in the first sense outlined above, we ask: "What are the effects of the political character of the union leader's office upon the labor policy of businessmen?" There are several.

## Cooperate with the Union Leaders

The businessman who understands the political nature of the union leader's job will recognize that the union leader is vitally concerned about the rank and file loyalty. A considerable element in loyalty is appreciation. Thus, our wise businessman realizes that every time he does something which directs employee loyalty to himself, it will be construed by the labor leader as an attack on himself. Union leaders are not happy when they encounter benevolent businessmen. The reason is simple: the employees of such businessmen are difficult to organize in the first place, and, in the second, are likely to keep wondering about the necessity for a union—and its dues and assessments. The importance of this question has been indicated by Professor Leo Wolman:[1]

> "At Inland Steel the company had set up the pension plan. That established a tie between the company and its employees and established loyalties. Now we come along with a law and say we want to break the tie, *to transfer the loyalties from the employer to the union.* Is that sound public policy? It is proposed to destroy one set of loyalties in order to build up another set of loyalties. *This is something the authorities on social insurance are not thinking about or talking about. But it is a basic problem of these times.*"

What is the meaning of this? Is the businessman consciously to become harsh toward his employees, because that will drive them into the arms of the union leader —and earn the latter's secret appreciation? Not at all. The businessman should by all means be decent and courteous toward his employees. On the other hand, *if he has a contract with a union he had better beware of being a "do-gooder".* Thus, it is fine, human and pleasant to address a cheery "Good morning" to employees, but it is dangerous to give voluntary wage increases, vacations and rest periods. They are things which, in popular belief, workers must wring from unwilling employers. They are, therefore, the justification for unions and their leaders. If employers give these things freely and cheerfully why have unions and pay dues?

## How to Live in Harmony with the Union

These are the things that pass through the mind of the labor leader when he encounters a benevolent employer. His reaction to such benevolence is swift and sure. Let the employer give a wage boost to one person or department without having consulted the union and the union will demand a plant-wide adjustment. The union *must* do this if it is to retain worker loyalty, and it must retain such loyalty or cease to exist, because it is essentially a political agency. Out of this comes a simple rule for a businessman's labor policy: *if you want to live in harmony with the unions, let all adjustments and benefits come to the workers through the union.* This is a hard pill for

[1] Wolman, L., National Industrial Conference Board, *Studies in Business Economics*, No. 8, N. Y., 1947, p. 9.

many employers to swallow. Yet it is cold fact, and no amount of employer emotion will alter it. It has its advantages, however. The labor leaders are quick to recognize an employer who understands their position, and who is ready to cooperate in upholding it. They will appreciate such cooperation. In return, the cooperative employer will find the union leaders backing him up in many ways: (1) they will help enforce discipline among his employees, (2) they will not object, generally, if he wishes to fire someone for good cause and may even help him to do so, (3) collective bargaining will be easier and more harmonious, (4) if the employer fails to abide by the collective bargaining agreement in some respect, and it is discovered by the union leaders, they will not make public fuss about it. Instead, it will be quietly adjusted.

However, suppose that the employer tries to do things which will transfer employee loyalty from the union to himself. If the employer should embark upon such a program he must keep certain things in mind: (1) he may be charged by the union with unfair labor practices, and (2) he must be prepared for trouble in his relationship with the union. The decision rests with each individual employer. In making up his mind, however, he should never lose sight of the influence of the political nature of unions on his decision.

## An Employer's Mistake

Perhaps this discussion will be made clearer by a story. In one plant there existed a well-established union. A check-off was agreed to and back dues were owed by certain employees. One week the union office sent to the employer's office a list of the employees who were delinquent in their dues, showing the amounts. In addition, the union asked that these amounts be deducted from the coming week's salaries and forwarded to the union office. This was done by the payroll office which handled it as a routine matter. On payday, however, the entire problem was sharply removed from the routine class. It developed that some of the deductions amounted to almost one-half the weekly pay, and represented delinquencies amounting to as much as 8 months, in some cases. Naturally the employees affected were very much upset. So much so, that they milled around and did not return to work when the whistle signalled the end of the lunch period (they were paid during their lunch hour). There was much angry talk. Some said that the union had taken their dues books (which constitute the worker's receipt for dues paid) about 8 months earlier and had not returned them. If one worker had shouted, "Let's walk out!", there would have been a strike. And who would have been hurt? The employer and the workers; *not* the union.

What did the employer do in this situation? He calmed the people and paid them, out of his pocket, what had been deducted from their pay envelopes. Were the workers grateful? Very much so. That employer was a "swell guy". Was the union happy? No! It made them the villians of the whole affair. Did they let the employer know of their dissatisfaction? Yes. Definitely. Fortunately the em-

ployer realized his mistake and took care not to repeat it. Whenever possible, he "played ball with the union." And it paid. In this case, the union office had handled the matter in an extremely clumsy manner. This sort of thing did not occur again, for both the employer and the union leaders realized that the union leaders were politicians and depended, in the final analysis, upon the rank and file. So take your choice, Mr. Employer, but be prepared for the consequences of a wrong decision.

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*Thadene Hayworth* is best known for her work in producing and marketing the film strip "A Fair Wage by Job Evaluation". She heads the organization of Thadene Hayworth & Associates and is an instructor in the Los Angeles State College.

*Janet Nolan* is a Psychiatric Social Worker. She is instructor in counseling for industrial nurses and in family case work for public health nurses at the University of California at Los Angeles.

It may be none of the employer's business what his workers do when they are at home but it certainly makes a difference in their output. The person who has troubles at home does not suddenly lose them when he goes to work. Here is a practical and inexpensive plan for helping the employee with emotional problems.

# Mental Health for Employees

By Thadene Hayworth and Janet Nolan

Every worker "leads a double life." Within his company he functions in a world of relationships with supervisors and fellow employees. To this world he brings the desire for a feeling of belonging, for recognition, security, and new experiences. His other world involves a succession of personal relationships; in childhood, in adolescence and the adult problems of adjustment to home, wife, family and retirement. These experiences although unseen—like the submerged part of an iceberg—are nevertheless the real basis for the visible, worker personality.

Personnel administrators are beginning to recognize the fact that the worker's emotional experiences and adjustment problems, although entirely outside of company knowledge and control, often finally determine his activities and behavior. Every unhappy employee causes losses in dollars and cents in hidden costs. With the same training and supervision he produces less. The frictions he creates in the work group affect the morale and production of fellow workers. He is very liable to such physical ills as ulcers, colitis, or hypertension, which are recognized to be primarily tension-caused, and lead to frequent absence and lowered efficiency.

How can the maladjusted employee be brought to a point of greater job satisfaction and productivity? Certainly individual treatment or counseling is the most direct way of helping workers who have emotional and adjustment problems. But in the 10 years since attention has been focused on this problem only a few companies have employed trained, full-time counselors to aid the worker in understanding his problems and redirecting his emotions. There is no current evidence of a trend in the direction of individual counseling programs in industry.

Another less direct attack on the problem is the increasing emphasis on the improvement of worker attitudes and on "human relations" in supervisory training programs. Such training often includes techniques of interviewing the worker in connection with promotions and grievances. Unfortunately the supervisor is some-

times handicapped by such things as the small amount of time he can give to listening to problems unrelated to company conditions, by his basic relationship of authority toward the worker, and by his own emotional immaturity. Many supervisors feel that the knowledge and skill necessary to deal with workers emotional problems requires, not a supervisor, but "superman" himself. Together these two methods are only scratching the surface of a critical industrial problem; an increasingly critical problem, because most psychiatrists agree that the proportion of poorly adjusted persons, including workers, in our society is multiplying.

## How to Help Emotionally Disturbed Employees

What can industry do that would contribute to the solution of the problem? Could the problem be solved if every company approved funds for a counseling staff? Unfortunately no, for the shortage of trained persons in these fields will not be met for another 25 years. The Federal Security Agency recently estimated that there are now about 4500 psychiatrists and that 15,000 are needed, and that there are now about 1,000 psychiatric social workers and there is a current need for 14,000. Considering the training time, the estimate of 25 years for meeting the need is probably conservative. The problem is to try to meet the need within the limits of company funds and of available professionally trained workers. This article proposes and outlines a plan of action which is essentially preventive; that is, to maintain mental health in employees, and which could be undertaken by every company which recognizes the mental health problem.

In proposing any program to management, personnel administrators must have concrete, understandable objectives. Some of the general and specific objectives of a mental health program would be:

1. Increase the production of the average group of workers
2. Bring workers now marginal in productivity into the average group
3. Improve general worker morale by increasing emotional satisfactions.
4. Recognize the individual workers who require and want personal counseling and refer them to professional facilities for help
5. Reduce the volume of human relations problems of supervisors
6. Improve community relations by helping with an important community problem.

## Organizing a Mental Health Program

Why not organize for mental health of workers as an employee service program? Many precedents support this. A sports program is justified as contributing to the physical health and well-being of the employee. Social programs promote group cooperation and a sense of belonging. Sports and social programs are positive and preventive. The worker with real medical problems would be referred to a physi-

cian, but the sports program helps him to maintain health and thus reduces the number of medical problems.

Viewing mental health as a possible employee service program, the company could deal with it in the same way as a sports or social program. The company could promote and give advice and assistance, and space or other facilities. A company representative could be assigned to study the possibilities of organizing employee discussion groups on common emotional problems. When the program is operating, the company representative could act as coordinator. Working with an employee group, he would assist them in deciding on the subjects to be covered, the workers to attend, the selection of discussion leaders and how the direct costs could be met by the workers. Making these decisions, as in other programs, would give the employees a greater sense of responsibility for the program.

Before deciding whether to propose such a program to management it is wise to explore the community resources which could be called upon to help with the program. Many agencies would be directly interested in such a preventive program. Among these are, the community chest, welfare councils, institutes of family relations, family service agencies, mental hygiene agencies and child guidance clinics.

Informal discussion with representatives of such agencies should help to develop a tentative series of topics relating to common worker problems which have been found to be effective for group meetings. From the tentative list of topics the employee committee could later make its selections. Some communities might be too small to have such facilities. However, the personnel representative might be able to find similar agencies in neighboring communities. Some agencies, such as state departments of mental hygiene, might be persuaded to send staff members into the plant area to confer on the program.

## Selecting Group Leaders

Contacts with community agencies will also bring out facts on possible group leaders. The effectiveness of the leaders will determine to a considerable extent the success or failure of the program. Persons technically qualified, often including members of the agency staffs, will usually be members of one of the following agencies:

Psychiatric Section of the County Medical Society
American Psychological Association
American Association of Psychiatric Social Workers
American Association of Social Workers

No less important than professional standing would be the effectiveness of the individual as a group leader. Among some of the factors to keep in mind are:

1. Broad knowledge of the psychology of normal and abnormal persons
2. Knowledge of "dynamic" psychology—an interpretation of the individual as an organism constantly adjusting to the environment

3. An effective speaking manner and personality
4. A sympathetic but objective attitude
5. Some knowledge and appreciation of the special problems of the worker

The group leader must constantly keep in mind that his function is that of preventive or first aid care. At the same time he must be able to recognize and refer the really "ill" person to an individual treatment or counseling agency. Consequently, he must have enough skill in handling group discussion to enable him to deal comfortably with this referral need as it arises in the group.

### Topics for Group Discussions

As a basis for discussion with community agencies it might be desirable to have in mind some tentative topics. Professional workers dealing with the emotional problems of maladjustment of adults have found that the problems shown below frequently recur:

1. The young unmarried worker: occupational adjustment, development of an individual point of view, sex attitudes.
2. The newly-married worker: personal and emotional adjustment, planning for a family, planning for the future, conflict of job and home interests and demands, finances.
3. The married worker raising a family:
   The first child: adjusting the relationships of the parents to one another, establishing a sound emotional attitude toward the child
   The beginning school child: adjusting to the fact that the child is leaving the home environment, measurement of the child against other children as to mental ability and knowledge and ability to get along with a group.
   The adolescent child: the growing assertion of independence and individuality, developing sexual adjustments.
4. The middle-aged worker: reduced family responsibility with the departure of children from the home, new mutual relationships of husband and wife, physiological changes, health problems, redirection of interest, hobbies.
5. The worker nearing retirement: development of interests and attitudes for retirement, social activities for the retired person.

Many others might exist in a particular company.

Discussions of personal problems by groups have several advantages for the worker. He gets from the leader the available, correct facts on the problem from the physical and psychological standpoints. The group creates an informal atmosphere in which he can think and talk more frankly about the problem. From the reactions of the group he learns that his problem is a common one. Hearing the comments of others on the problem, he gets other slants on it from the worker's point of view. When he realizes that others with the same problem have sometimes failed

he loses some of his own feeling of failure and guilt, and looks for new, more positive attitudes for dealing with the problem. Hearing the problems of others, his own seems less overwhelming, and he strives to direct more of his attention and interest to the group welfare. This gradual change in point of view results in a better adjustment to the working as well as to the outside environment. An employee who has gone through this transition to any substantial degree puts more into life and the job, than he did before, and influences those who work with him to do the same, if only by example.

## Scheduling Groups and Distributing Costs

Size of groups is important. The discussion leader should introduce the subject and present certain general information. The group should be small enough for some specific questions and discussion, but large enough to prevent the frequent raising of such highly personal questions that the group would become directed toward individual counseling. A group of about 50 has been found to meet these requirements, but 25 to 60 would be satisfactory.

Meetings should be entirely on employee time, just as athletic events are. Weekly meetings for about 4 to 6 weeks on each topic selected would insure fairly good attendance. Further meetings on related subjects could be decided on by group interest; or employees from different groups could combine to discuss entirely new and different subjects and problems. Evening meetings would permit husbands and wives to attend together those sessions which were of mutual interest. Experience suggests that the time period for each meeting should not ordinarily be more than one and one-half hours. Time control insures a relatively stable, mature emotional level. Each topic, if important and well presented, will be an actual emotional experience for the workers who participate. Costs, primarily for the discussion leader, could be met entirely by those attending or partly by the employee association.

There is now available a sizable number of sound-motion pictures for use in adult discussion groups. Companies will find that the staffs of community agencies are familiar with some of the following ones:

You and Your Family
Human Growth
The Story of Menstruation
The Feeling of Rejection
The Feeling of Hostility

Films such as these will give a dramatic, emotional appeal and interest to the meetings which it is difficult for words alone to create. Another valuable teaching aid and follow through for the program would be a small lending library on related subjects. Many workers would like to have an opportunity to browse through a book

or two for the average reader, covering the same subject. Professional workers have found these books useful:

| *Title* | *Author* |
|---|---|
| Psychiatry for the Curious | George H. Preston, M.D. Farrar & Rinehart. |
| Being Born | Frances Bruce Strain, G. Appleton Century Co. |
| Babies are Human Beings | C. Anderson Aldrich and Mary M. Anderson McMillan Co. |
| The Happy Family | John Levy, M.D., and Ruth Munroe, Ph.D. Alfred A. Knopf. |
| Parents Manual | Anna W. M. Wolf Simon & Schuster. |

These and others could be purchased by the employee association or by the company, in which case they could be made part of the company library.

### Existing Demand for Mental Health Information

In establishing a mental health program as an employee service program any company would be meeting a real need of its own employees and one which workers have tried to solve in many ways. Metropolitan areas report long waiting lists for public and private counseling clinics, although the private ones have relatively high fees. Veterans' clinics, too, have long waiting lists. The Los Angeles clinic alone, in 1948, counseled over 1,000 men and women veterans and held over 3,000 interviews a month. Group discussions, too, are on the increase. Extension divisions of colleges and universities now offer lecture series on these problems. Adult evening divisions of high schools are covering the same ground in a more elementary way. Some churches offer lecture series on week-day evenings. Specialists give a series of lecture-discussion meetings for which the participants pay a small fee, such as fifty cents, for the leader. These groups are popular and attendance tends to increase rather than decrease over a period of time.

A typical example of adult groups is one recently conducted as part of the adult evening division of the Los Angeles high schools. The group was sponsored by the Parent-Teacher Association. Under the title of "Better Family Living" the series stressed the emotional problems of family life, and was organized for young mothers and fathers. The five subjects covered were:

1. What is a "good" home?
2. The basic emotional needs of all human beings
3. Meeting the challenge of early childhood
4. The psychology of adolescence and youth
5. Family life and sex education

Not all workers with adjustment problems are so fortunate as to find these groups. Many seek advice from sources which supply poor or actually harmful information. Newspaper and radio "advisers", personality courses and others are consulted by hundreds of thousands of workers yearly.[1] There is overwhelming evidence that workers want information and expression which will make life happier and more satisfying. Any company which considers organizing a mental health program will find an enthusiastic interest which is characteristic of few other programs.

### Steps in Setting up a Mental Health Program

A brief summary of the desirable steps in setting up the program will serve as a check list.

1. Explore with staff of local agencies interested in mental health, the possible topics, films and group leaders.
2. Tentatively outline to an employe committee possible topics, leaders and methods of meeting costs.
3. Offer company facilities in setting up a "pilot" group of employees of common interests and problems, as determined by the employee committee.
4. Evaluate, with the committee, the group attitude toward the topic covered and the effectiveness of the leader.
5. Offer facilities for a continuing program, if the evaluation is favorable.
6. Be prepared to refer to community agencies those employees who request individual counseling.
7. Periodically advise management of the number of employees participating in the program and its direct and indirect benefits to the company and community.

[1] Steiner, Lee R., "Where Do People Take Their Troubles?", Houghton Mifflin Co., Boston, 1945.

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If two men on the same job agree all of the time one of them is useless. If they never agree both are useless.

Here is another prize-winning paper, which describes the lively program for Cleveland's personnel directors carried on by the Cleveland Personnel Association, and which is supported by the Cleveland Chamber of Commerce. This paper was placed second in the competition.

# The Cleveland Personnel Association

The Cleveland Personnel Association numbers eighty-five members representing seventy companies with over 100,000 employees in Greater Cleveland.

Briefly stated, the objectives of the organization as outlined in its Constitution are:

(1) To hold regular meetings;
(2) To enjoy the advantages of personal acquaintanceship;
(3) To exchange ideas and experiences;
(4) To arrange for talks on important and timely subjects;
(5) To assist members with their problems and to give study to new problems facing them.

In substance, the Association seeks to assist its members in becoming broader, more capable, and better informed.

If there is one key to the ambitious program of The Cleveland Personnel Association it is "enthusiasm". This is true because it is composed largely of young men in a young profession. The Association had its beginning in 1941 as an outgrowth of the demand for a new organization in Cleveland to meet the needs of the younger war-born personnel people. At the suggestion of Raymond S. Livingstone, Vice President in charge of Personnel, Thompson Products, Inc., the Association was organized as the "junior group" and it affiliated with The Cleveland Chamber of Commerce. The "junior" label came about because some twenty years earlier, just after World War I, The Industrial Relations Association of Cleveland, another Chamber affiliate, was organized and is still actively functioning.

At its first meeting there were perhaps twenty employment interviewers, employment managers and newly-christened "personnel managers", most of them from one large Cleveland company. During the eight years since its inception, the Association and its members have gone through controlled referrals, statements of avail-

ability, War Labor Board general orders, post-war adjustments, reemployment of veterans, first round—second—third round general wage demands, portal-to-portal pay, and more recently, overtime-on-overtime! Its members are no longer raw recruits.

During those eight years the organization lost the "junior" label. Today the war-born employment interviewers are personnel managers—department heads. The titles of fifty members are now "Personnel Manager" or the equivalent. Instead of twenty, the regular attendance at monthly meetings is fifty. In addition to an intensive war-time experience, members bring with them the viewpoints of companies employing two hundred or even seven thousand employees and relationships with every union in the bluebook. Entering in their late twenties or early thirties, the typical member today is in his late thirties or early forties. The membership committee gives preferred consideration to applicants who are bona fide department heads. As a general rule, not more than two representatives of a company are admitted. During the year 1947–1948 there were twenty-five applications for membership of which fifteen were admitted by the five man membership committee. Applications are filed on a standard printed application form.

Now let us see how The Cleveland Personnel Association achieves the objectives recited earlier.

## Organization

The objectives of The Cleveland Personnel Association are translated into a program by a five man Board of Directors which presently consists of:

*President:* F. John Geib, Personnel Manager Harshaw Chemical Company

*Vice Pres.:* Kirkland Sloper, Industrial Relations Director Monarch Aluminum Mfg. Co.

*Secretary:* Michael J. Stanton, Personnel Director American Coach and Body Co.

*Treasurer:* Clifford C. Ayers, Personnel Manager Lewis Welding and Engineering Co.

*Immediate Past Pres.:* H. J. Berlo, Personnel Manager Hydraulic Equipment Co.

Of equal importance to the leadership provided by the officers, who are elected annually, are the continuing services and coordination supplied by The Cleveland Chamber of Commerce, with which the Association is affiliated. A department of the Chamber is, in effect, the executive secretary of the organization. Two able staff men along with a clerical staff and other services which a Chamber can provide give the Association (1) a central mailing address, (2) assistance in program development, (3) a focal point for the conduct of surveys and the preparation of reports, (4) a repository of materials and supplies, and (5) the community prestige of Chamber

affiliation. Nominal membership dues of five dollars per member per year defray out-of-pocket costs incurred by the Chamber and other incidental expenses of the organization such as meals of guest speakers, stationery, gavels for retiring presidents, and flower-fund expenses.

## Monthly Meeting Calendar—1947–48

The Cleveland Personnel Association holds a regular monthly dinner meeting on the second Tuesday of each month. Meetings are normally held at a local hotel with an average attendance of fifty. The atmosphere is somewhat informal. It is the custom for each member to stand and introduce himself. Highlighted below are meetings held during the past year.

### *November, 1947*

The new officers in charge—highlights of Toledo and Cincinnati personnel conferences reported—new committees appointed—copies of unique Hudson Motor contract distributed—proceedings of 1947 Northern Ohio Personnel and Executive Conference handed out—meeting place suggestions solicited—members polled on work practices Friday after Thanksgiving—talk by Dr. Jay L. Otis of Western Reserve University on "Paying Community Rates by Means of Job Evaluation". (Hotel Carter)

### *December*

Questions from floor on centralized hiring practices in multi-plant companies and union demands already received by local companies—progress report on Association-sponsored evening courses in personnel management—questionnaire on Christmas and New Year holiday plans filled in by members—Walter Bailey, Vice President, Warner and Swasey Company spoke on "Current Economic Fallacies"—Republic Steel employee booklet on economic facts distributed. (Hotel Carter)

### *January, 1948*

Dinner and meeting at Clark Controller Company—Association representatives planning Ohio State Personnel Institute report on plans—roundtable discussion on availability of help—brief medical practices questionnaire filled in by members—president of Clark Controller commented on his personnel philosophy.

### *February*

Hungarian goulash at the Hickory Grill—preliminary reports by committee chairmen on 1948 Northern Ohio Personnel and Executive Conference—Chairman of membership committee discussed membership standards (no thought to be "exclusive" but no more sub-junior executives who say nothing, listen lots, and don't know the answers to operating and policy questions)—members polled on policies regard-

ing hiring of relatives—roundtable on economic training programs of member companies—three companies state their union officials have not signed non-Communist affidavits—member mentioned availability of good bookkeeper and physically handicapped timekeeper—companies already in negotiations report developments—folder of material distributed to each member containing (1) leaflet describing personnel institutes to be conducted by Western Reserve University, (2) 50th anniversary pamphlet outlining services of Credit Bureau of Cleveland, (3) reprint from *Business Week*, "Who does the Thinking for American Labor", (5) pamphlet on editorial policy and content of the PERSONNEL JOURNAL, and (6) literature describing the "Passion Play" to be presented by the Junior Chamber of Commerce.

*March*

Closed meeting for members only—summary of third round wage settlements in the community thus far—those in negotiations described demands, company position, and by-play—Personnel Practices Committee reports that it recognizes that some local duplication of effort in gathering personnel policy and practice information exists and agrees to explore problem—one member asks whether companies are hiring non-registered nurses because of the shortage of registered nurses—another asks whether any companies with unorganized watchmen or guards have been approached recently. (Hotel Carter)

*April*

Prime ribs of beef at the Y. W. C. A.—Morton D. Barrisch, Attorney, discussed recent court decisions which may influence application of the Taft-Hartley Law—thirteen companies grant a maximum of more than two weeks' vacation to qualified foremen and executives—more wage settlements reported—Cleveland companies do not ordinarily pay private employment agency fees, the applicant pays.

*May*

Members were asked to fill out and return a questionnaire on (1) time off for burial of war dead, (2) exit physical examinations, and (3) handling of credit inquires, results were reported later in the meeting—company policies on granting leaves of absence for National Guard and military reserve encampment periods were summarized—R. P. Day, Vice President and General Manager, The Ohio Discount and Loan Company, spoke on "What Justifies the Small Loan Industry?"—announcement was made of a new clerical aptitude test—XYZ Company needs one hundred machinists—City council hearings on a proposed F.E.P.C. ordinance were discussed.

*June*

Strictly social—a dinner dance for members at Lake Shore Country Club—

corsages for the wives—door prizes and drawings by the amiable social committee chairman—part of the "related instruction" needed by every personnel man!

*September*

Round-up of summer developments in labor relations—significant changes in labor laws and regulations interpreted by R. W. Meredith of Associated Industries—nominating committee appointed—showing of hands on practices regarding time off for draft registration and physical examination.

*October*

Election of officers—clambake at Bessie Miller's Broadview Club—reports of standing committees—final announcements and arrangements for the Northern Ohio Personnel and Executive Conference to be held later in the month.

A re-reading of the *objectives* of the Association discloses that the regular meetings of the group fulfilled them in large degree—regular meetings, personal acquaintanceships, exchange of experience, instructive addresses, help with problems, and education of members.

### Committee Activities

Virtually every member of the Association is a "working" member. Committee activities, on standing committees or special projects, are an important part of the organization's activities.

### Northern Ohio Personnel and Executive Conference

This convention, sponsored annually by The Cleveland Personnel Association, is the major project of the year. This year the Conference was held October 20–21–22 at Hotel Carter with almost eight hundred representatives attending one or more sessions from all sections of Ohio and a number from neighboring states. One hundred and fifty were in full-time attendance. Illustrating the wide range of subjects on the program, the following were discussed by panels or individual speakers: "The Taft-Hartley Act in Review", "Economic Information for Employees", "How to Get the Community to Work for You", "Profit-Sharing, the American Formula for the Future", "Human Relations in Industry", "The Changing Role of the Personnel Man", "The Modern Supervisor", "What Labor Expects", and "The Job Ahead in Labor Relations". Appearing on the program were Fred Maytag II, Harry W. Anderson, E. H. Van Delden, E. N. Hay, Stanley Ruttenberg (C.I.O.), Herbert Thatcher (A.F.L.), and others. Selections from the American Management Association's "Personnel Workshop" and commercial exhibits of interest to personnel people were on display.

### Personnel and Industrial Relations Institute

A unique venture, this is a training program for personnel people. Sponsored and taught by experienced personnel executives, the material presented is naturally up-to-date and automatically edited. Growing out of informal discussions by a small group of personnel managers in 1944 who felt the need for more systematic practical training in personnel work, two programs are now operating. The first, on "Practical Operating Problems", consists of two eighteen-week evening school terms under the auspices of Fenn College. This program is designed for personnel assistants with a strong educational background and one year or more practical experience. There are currently twenty-five enrolled and nearly two hundred have been exposed to the subjects offered during its four-year development. A survey course, it deals with the operating phases of the work—employment, training, services, safety, and related subjects. The second, or "Advanced" course, also offered in the evening, runs for thirty weeks and surveys the policy and administration and labor relations phases of personnel work. This is offered independent of any college and twenty-one are enrolled this year. Both courses are directed by an executive committee composed of representatives of The Cleveland Personnel Association and two other personnel groups affiliated with the Chamber of Commerce.

### Committee on Personnel Practices

A joint committee representing The Cleveland Personnel Association and The Industrial Relations Association of Cleveland, coordinates and directs the gathering of community practices information. In 1948, for example, the committee supervised the issuance of a comprehensive thirty-four page report on personnel policies and practices affecting wage earners in which sixty-six local companies participated. A similar report on office practices was prepared. These are continuing activities which have been undertaken regularly since 1944. During the spring "negotiating season" the committee sponsored a running compilation of wage settlements on an up-to-minute basis through the Chamber offices. A regular and continuing project is the maintenance of a current file of local union contracts. The duplicating efforts of individual companies in questionnairing has been minimized and this work placed on a systematic basis.

### Representation in Community Activities

The Association is officially represented in numerous community activities having a bearing on personnel relations. For example, a representative regularly serves on an advisory committee to the local staff of the Ohio State Employment Service to help make the public employment service acceptable to business and industry and to assist the staff in its own problems. More recently, the Association has been asked to take part in an advisory group to the Cleveland hospital operating organization and its companions, the hospitalization and surgical insurance asso-

ciations, to interpret the problems of employees to the hospitals and vice versa. This will have particular significance in ironing out problems arising under the local group hospitalization insurance program. Two members serve on the Occupational Planning Committee, a cooperative group operating under The Welfare Federation of Cleveland and representing education, the home, business, labor, the counseling and placement field, civic and social work, public service and youth. Because of the place it occupies in the community, the Association is frequently called upon to assist in arrangements for and promotion of numerous activities wherein personnel men have an interest or where the specialized knowledge or services they can perform will underwrite success.

## Other Operating Committees

Mention has already been made of the five-man *Membership Committee* which acts on written applications, investigating through inquiry and visits to applicants' offices in some cases, and gives preferred consideration to department heads. Another standing committee is the *Program Committee* which is chaired by the Association's Vice President and includes four other members. Certainly one of the most important committees, it works closely with the President in monthly program development striving for a balance between outside speakers, membership participation, and plant visitations. The *Social Committee* of four members arranges for one or two social activities during the year for members and their wives. These usually take the form of dinner-dances at a local country club. The *Nominating Committee* is a one-purpose committee as the name implies.

## Continued Growth

The scope of The Cleveland Personnel Association continues to broaden and the Association continues to gain the acceptance and recognition of employers and the Greater Cleveland community. It has become a focal point of professional activity. Through personal acquaintanceship engendered by Association activities, the day-by-day telephone business done by personnel men in Cleveland, as in every city, is carried on more effectively. In thousands of ways the individual, the company, and the community are served by the fast and frank interchanges of information among men who are friends and fellow members of a professional group.

# Editorial Comments

## First Live Right—and *Then* Tell About It

This sound piece of advice to industry is the title of an interesting story in the March issue of Factory Management and Maintenance. It is by John L. McCaffrey, President of International Harvester Company. He describes the policy and practice of his company in public relations. He says, "Public Relations, as we use the term at International Harvester, is primarily something you do. We believe that only *after* you have done it can you talk about it. The words can *never* be a substitute for the act." He goes on to describe Harvester public relations as "doing the right thing, in the right way, at the right time, and then telling people about it." And good employe relations are even more important, he believes. You cannot have good public relations if you do not have good employe relations. And he believes that a necessary foundation for good employe relations is keeping them informed about the company. A third part of the problem is community relations. "We think it isn't enough for us just to pay our taxes and observe all local laws and ordinances. We have a larger responsibility to help make all those 200 communities in which we operate better places to live. They will be better places for us to do business in." First *live* right—*then* tell about it.

## Free Enterprise

Everyone who has been responsible for the operation of a business enterprise of any kind knows how men will exert themselves when they are free to do so. Our system of free enterprise permits men to reap the reward of their extra efforts and their foresight. We are all so familiar with this system of individual reward that we take it for granted—until it is threatened. It is now seriously threatened, so that we must be prepared and willing to show that this system has produced a higher standard of living than has—or will—any system in which government participates or interferes unduly with individual initiative. This was the substance of a talk at an Insurance Conference in Mexico City last year by John A. Diemand, President of the Insurance Company of North America, the oldest and one of the largest of the fire and casualty companies. He went on to say, "The kind of interference which private business opposes is that which conflicts with the work which private companies are fully able to carry on. Entry of government merely substitutes the work of employees of government for the work of employees of private industry. It places at risk government capital in place of private capital and kills the initiative, the ingenuity, the willingness to assume risks, which free men have always shown under the free enterprise system."

# Personnel Research

*The Employment Interview: a Critical Summary.* By Ralph Wagner, American Institute For Research. *Personnel Psychology*, Spring, 1949. 2, 17–46.

"There is a crying need for more and better research. In this survey are a hundred and six titles concerned with the interview. . . .Only twenty-five report actual experiments; eighty-one present a hodge-podge of contradicting opinions." This is one of the soundest reviews of the literature on interviewing that has appeared, and the comments on the fifty references listed are exceptionally valuable. The author concludes that (1) it is essential to secure and consider every possible bit of information on the interviewee, (2) the interview should be conducted according to a standardized form, (3) traits should be assessed in an interview only if they are known to be predictive of success for the particular job, and (4) it is sometimes possible to make better selections by relying solely on validated statistical data, such as test scores or weighted application blank, than it is to make any use at all of subjective estimates derived from the interview. The author quotes at length a number of contradictory references dealing with the validity with which intelligence can be measured by interview. There should be no uncertainty about the skill that can be attained in this particular estimate. After two years association with a very skilled industrial clinical psychologist I find that even I, a mere editor, can estimate Otis and Personnel test scores about nineteen times out of twenty within half of a standard deviation, which for Personnel test is 7 score points. Any competent interviewer should, with good guidance, be able to do as well. Everyone who interviews will find this article useful.

*The Paired Comparison Method for Rating Performance of Industrial Employees.* By Lawshe, Kephart and McCormick, Purdue University. *Journal of Applied Psychology*, February 1949, 33, 69–77.

It is very seldom that any performance rating plan is subjected to analysis to determine its reliability; that is, the dependability of the ratings as measured by the closeness of agreement among raters who have expressed judgments of the same employees, or the agreement between repeat ratings of the same employees when rated by the same supervisors. This is a serious error, because such investigations as have been made very often reveal low reliability. It may be said, therefore, that *no rating plan should be allowed to operate without periodic tests of reliability.* This report is right to the point; it describes a method of rating that takes account of the importance of achieving high reliability. The method used is paired comparison, the procedure having been designed to get the benefits of this method without being as time-consuming as it usually is. Everyone using ratings will find this report useful and stimulating.

*Personnel Psychology.* Quarterly, $6 a year; single copies $2. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washington 9, D. C.

*Journal of Applied Psychology.* Bi monthly, $6 00 a year; single copies $1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# Letters From Readers

Sales forces must be geared for greater effort for the years just ahead. A reader asks for help in his sales manpower problem.

Dear Sir:
We are developing a biographical application blank for prospective sales applicants. With your contacts do you know of any company using such a blank that we might contact? Thanking you in advance for your cooperation.

Sincerely yours,
FERDIE DAVIS
Personnel Consultant
Ansul Chemical Company, Marinette, Wisc.

If any reader has a suggestion please write direct to Mr. Davis.

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Dear Mr. Hay:
In your May, 1948, issue of PERSONNEL JOURNAL you announced a contest for papers describing programs of personnel associations. A number of personnel and industrial relations workers in this city have approached me with the suggestion that we form a society or association. I wondered, therefore, if you will be printing the selected papers in the competition at an early date from which we might obtain some assistance. Any advice in organization would be of help.

Yours very truly,
E. B. ROWE,
Personnel Services
Office of the Chief Industrial Executive
Province of Saskatchewan, Regina, Sask.

The first prize-winning paper in our contest appeared in *Personnel Journal* for May and described the program of the New York Personnel Association. The second one appears in this issue and deals with the Cleveland Association. The third one will appear in July, covering the program of the Hartford Association. There is a small group of Industrial Relations and Personnel leaders who are discussing the desirability of a National organization to integrate the efforts of the local personnel associations throughout the country. Mr. Samuel L. H. Burk is in touch with this group. You might write to him for advice. He is Director of Industrial Relations at Pittsburgh Plate Glass Company, Grant Building, Pittsburgh, Pa.

Training, especially executive training, is a subject of great interest. An article in January *Personnel Journal* has echoed in a number of widely separated places, indicating the general interest in the subject. The author of the January article, Henry O. Golightly, has given us permission to publish a letter he has received from a reader of the article.

Dear Mr. Golightly:

Your article, "Rheem Executives Go to School," in the PERSONNEL JOURNAL for January, was extremely interesting. The written objectives of our school so closely parallel your remarks that I had to look twice to see if it was written by one of our own staff!

Since our school was first organized, we have emphasized the philosophy that most executives can become too highly specialized and that in order to assume management responsibilities, the entire program—undergraduate and for executives—must be geared toward the objective of a comprehensive knowledge of all fields of business. It has worked out very satisfactorily for us and for the companies which employ our graduates.

Cordially yours,
J. M. TRICKETT
Dean, School of Management,
Golden Gate College, San Francisco.

Mr. Golightly is now a member of the staff of the Management Consulting firm of McKinsey & Company, New York, at 60 East 42nd Street.

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We have enjoyed reading the article "The Foreman as a Part of Management" in the February 1949 issue of Personnel Journal and should like to have your permission to reprint it. We should like to use it in a future issue of our Management Digest, a sample copy of which is enclosed This is published by our Management Library primarily for the executives and supervisory employees of the Prudential. It is also sent to those of our group insurance clients who request copies as well as other insurance companies and associations.

Very truly yours,
MARGUERITE RUMMELL,
Librarian, Management Library,
The Prudential Insurance Company of America.

It is a pleasure to give permission to reprint so valuable a message from top management to the foremen of a company which is sincerely trying to do a better job of management within the different levels of management. The article was by F. F. Harroff, General Manager, Lamp Department, General Electric Company, Cleveland. Ed.

# The Editor Chats With His Readers

### Telling It To The Employees

A lot of beefing is heard in management circles about radical ideas held by workers. Most of the people who talk this way are not doing anything to correct the situation. One of the most effective ways of getting the facts to your employees is by means of a well-planned and well-edited employee publication. Employees are getting a lot of information from union papers. Some of this information is biased or one-sided. It would pay business men to read some of this literature and get an idea what kind of thinking is being supplied their workers. The "*CIO News*" is issued weekly from the headquarters of the Congress of Industrial Organization. The front page of the April 4th issue contains a life-size photograph of George F. Lewey, a textile worker who had worked in the same mill for 43 years and, according to the caption, "was discharged when production dropped off. Because of a technicality he cannot participate in the company's pension plan." To learn how he "and another disqualified textile worker get along on social security benefits, turn to page 9." On page 9 is a long and harrowing story of Mr. Lewey's difficulties under his inadequate social security benefits. The concluding paragraph reads "It's plain that neither the present federal old age pension nor company retirement plans like————Company's meet the problem of millions of workers who, like Lewey and McKinney, have worked hard all their lives helping produce the things which have made America the richest country in the world." Elsewhere in the same issue the CIO is plugging hard for expanded social services on a tremendous scale. Now of course there is no objection to anyone being for whatever he thinks is good. However, have you calculated the cost to you and your workers of the "cradle to the grave" services which are proposed by many? If you think that these are not yet attainable what are you doing to make them less necessary and what are you saying to your employees about them? Are you telling your story to your workers in a fair, unbiased way and in a manner and language which will interest them? What about ***your*** employee magazine? Have you got one? If so, is it well done? What do your employees think about it?

Last fall the California Personnel Management Association Conference heard an address by K. H. Shaffer of the Standard Oil Company of California, "*What Should We Tell Employees?*" One of the most interesting things he said was that a questionnaire to employees revealed that the company paper was considered by them to be the most effective way of getting information to them. No less than 62 per cent of the employees who answered the questionnaire said the company paper was best. The next choice was only 20 per cent. The magazine "Mass Transportation" recently published an address by Robert M. Creaghead, President of Robert M. Creaghead Company, Cleveland on the subject "Make Employee Media Effective". In it he pleads for "winning the cooperation of American citizens at work" by selling them on the importance of their work and doing it on the basis of self-

interest rather than fear. He pleads, too, for active participation by top management in the company program of employee communications.

In the days ahead effective communication with employees is going to become increasingly important. One of the best ways of getting information to employees is through the company magazine. Common faults of these magazines are; (1) lack of skillful editing, (2) periodical appears irregularly or infrequently, (3) too much space is given to trivia, such as "Joe Doakes went fishing on his vacation" (4) enough official information about the activities of the company is not furnished and when it is it is not authoritatively given by the top management, (5) material is not presented or written attractively enough to hold the interest of the employee reader. Management will do well to study the problem of how to supply information to employees and give special consideration to the employee magazine for this purpose.

## Annual Reports

Two of the most attractive and well presented annual reports seen recently are those of Pitney-Bowes, Inc. of Stamford, Conn. and one issued by the California Pacific Utilities Company of San Francisco. The latter is addressed "*To The Shareholders*", but is presented in an attractive and readable manner and with catchy sketches so that it can be readily understood by anyone. The Pitney-Bowes report is addressed "*To The Stockholders, Employees and Friends of the Company*". The style is similar, being illustrated with diagrams and photographs. Both reports contain the usual formal financial statement which is supplemented by less formal means. Both reports are written in a way that does not talk down to the employee or the stockholder. They are good examples of an effective means of conveying information to employees.

## American Arbitration Association

A recent visit to the New York headquarters of the American Arbitration Association, at 9 Rockefeller Plaza, was most interesting. The headquarters provides rooms for arbitration hearings, two of which were going on at the time. The American Arbitration Association has for many years been serving industry in arbitrating not only labor disputes but also commercial contracts and foreign trade contracts. Thousands of unions and industrial and commercial companies have availed themselves of this service. The Association maintains a list of 12,000 names of persons willing to serve as arbitrators. They are a group who are experts in everything, from diamonds to pig iron. No matter what the subject of dispute, authorities in the particular field are available for an appropriate AAA panel. One of the most impressive things about this list of voluntary arbitrators is the large number of prominent persons in business and public life who give of their time for this important service.

### Employee Security

One means of providing employee security is that used by the Victor Adding Machine Company of Chicago. Recently they announced that $258,395. was credited to the accounts of the shareholders in its employee security fund at the end of 1948.

Victor employees become eligible for participation in the security fund after they have been with the Company for a year. Distribution at the end of 1948 was on the basis of two shares for each year of service before 1944 and one share for each subsqeuent year. At the end of 1948 the total assets of the security fund were $1,400,000. The Victor employee security fund provides for the eventual retirement of the employees and also is applied to current economic security by furnishing group life insurance, accident, sickness, hospitalization and surgical insurance. Members' families are also eligible for certain benefits. Under this plan employee security is considered a total problem and all phases of it are dealt with by a single plan.

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### University of Minnesota Industrial Relations Conference

One of the more effective regional conferences held this year was that of the University of Minnesota held at Minneapolis last March 24 and 25. The first day was devoted to the general topic, *Organization of Personnel or Industrial Relations Departments*. For the second day the topic was *Evaluation of the Industrial Relations Department*. The individual talks were keyed to these two broad topics. Evaluation of a personnel program has not before been the topic of a Conference. In this case the subjects of evaluation were Records, The Wage and Salary Program, Attitude Surveys, and the evaluation of the total personnel program.

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### American Management Association Addresses

One of the interesting addresses at the American Management Association Personnel Conference in Chicago last February was an address by Mr. James J. Nance, President of Hotpoint, Inc. Chicago. His topic was "*Top Management Views The Job Ahead in Industrial Relations*". In sizing up the problem of management he said "an important aspect of this type of educational program is providing the kind of job the American worker wants. We at Hotpoint found that our people want nine things in a job: (1) good pay, (2) good working conditions, (3) good bosses, (4) steady work, (5) a chance to get ahead, (6) respectful treatment, (7) the facts about what is going on, (8) a feeling that the job is worth doing, (9) a liking for the job based on finding it interesting and satisfying." Mr. Nance went on to say "Not one of these desires is unreasonable or impossible for industry to satisfy. Top management generally has not made a consistent, conscious effort to build the

workers' job-wants into every job and then to see that every worker knows that they are there. I don't mean that management hasn't wanted jobs to be good. It just hasn't given the same study and attention to finding out and providing for the wants of its job customers that it has to the wants and needs of its product customers. It is high time this situation is remedied''.

An interesting talk at the AMA Production Conference in New York in April was given by Cloyd S. Steinmetz, Director of Training of Owens-Corning Fiberglas Corporation, *How Management-Minded are Foremen.* The basis of this address was a study of the thinking of foremen, supervisors and executives. It was discovered that first level supervision, dealing directly with the worker, did not in many cases have the same attitude toward management that the top level did. There was a great tendency to think of management as processes, machines and materials, with very little thought to people. This discouraging finding led to a training conference for first line supervision which had for its purpose the development of greater understanding of the human problem and the development of more skill in dealing with it.

Did you ever go to a meeting which was monopolized by one of the group? Alfred J. Marrow, President of Harwood Manufacturing Company, New York, talked on ''*Social Statesmenship for Management*'' at the AMA Production Conference in April. The most interesting thing he said was to describe two means of analyzing the participation at a meeting. The first is called ''the participation index''. This is simply a tabulation of the number of times a person speaks at a meeting and the length of time he consumes. At a recent meeting Mr. Marrow said ''the final tabulation revealed that one person had spoken 41 times. He was speechless for the first time that day, when I told him how often he had spoken. People who monoplize meetings rarely realize they are doing so. But after they have been exposed to the impersonal talley sheet of the observer, and have had an opportunity to discuss the effect of their excessive talk on the rest of the group, they become much less talkative.''

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### Employee Handbook Printing Practices

This is the title of another of those excellent reports prepared by the staff of the Industrial Relations Center of the University of Minnesota. This one was done by Lenore P. Nelson and is called Technical Report Series No. 3, January 1949. This study deals with the most effective styles of type faces; the proper width of line for readability; which are the most easily read sizes of type; the best arrangements of the printed page, color of print and background; and many other details. For example, a table is given showing the most readable width of page for each size of type. This and other details are based on the extensive research conducted at the University by Donald G. Paterson and Miles A. Tinker most of which has been reported from time to time in the Journal of Applied Psychology. This handbook

will be invaluable to all industrial editors. Copies may be had for $1.00 at The Professional Colleges Bookstore, University of Minnesota, Minneapolis 14. It is mimeographed in 27 pages.

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## Employee Records

More money is wasted in inefficient record keeping schemes in personnel offices than in almost any other detail. At the recent Industrial Relations Conference at the University of Minnesota, P. S. deQ. Cabot spoke on *Industrial Relations Records*. This ought to have been a very dull talk but he made it most interesting. What he said was supplemented by an article which appeared in American Business for March. Mr. Cabot's excellent suggestions stimulate the following supplementary ones:

1. All personnel records should be kept right at the point of use (in many offices the detailed records are kept in one room and must be called for and taken into another room as needed. Very often they are not easy to transport. This is especially true of ordinary file cards; Kardex is better).
2. Any time anyone proposes a new manpower record give it thorough study; if there is any doubt about the necessity of it *don't establish it*.
3. Never create a record which is a duplicate of another one if it can possibly be avoided.
4. Your employee record system should be developed with the idea of maximum usefulness for a continuous manpower inventory (do not create a separate record for a manpower inventory if you can possibly avoid it).
5. Get every record on a single card if there is any way of doing it.
6. Monthly salary review, if printed by key punch tabulating equipment, will make it possible to avoid the necessity of keeping a great many records in the various departments concerned.
7. In a decentralized organization it is often necessary to keep duplicate information at a central point. If this cannot be avoided, then at least this information should contain as few items as possible which have to be changed from time to time, such as the home address, or next of kin of an employee.
8. Personnel records should be maintained by clerks who have made very high scores on clerical aptitude tests. Also, for best results they should score between 24 and 30 on the Wonderlic Personnel Test.

If you follow these principles you may be able to equal one company with 1500 salaried employees, where personnel records require only $1\frac{1}{2}$ clerks, or one per thousand employees.

# Across The Editor's Desk

Committees of both houses of Congress are presently conducting hearings on proposed legislation to amend or repeal the Labor-Management Act of 1947. These hearings are receiving a great deal of attention in the public press. Several important statements on this proposed legislation have been made by management which have not received very much general interest. One of these is contained in a small pamphlet under the title *Statement of General Motors Position on Unionization of Foremen.* It was presented to the Senate Committee on Labor & Public Welfare by H. W. Anderson, Vice President, General Motors. Mr. Anderson has for some years very ably represented General Motors before the public and within the organization on labor relations matters. His statement was made on February 15, 1949. A month later Charles E. Wilson, President, General Electric Company, made a statement before the House Committee on Education and Labor under the title "A Fair Labor Law". He too was speaking on proposals for amending the LMRA of 1947, known as the Taft-Hartley Law. His position was given in detail and interestingly documented by examples of strikes and other incidents.

*Industrial Training Abstracts* has just appeared in the Winter number with 54 reviews of articles and books in the field of industrial training. These are grouped under 7 headings among which are Worker Training, Foremen and Supervisory Training, and Training Methods. The reviews come from a wide variety of publications some having been taken from Personnel Journal. Industrial Training Abstracts is a goldmine of information for training people. The current issue is 75¢ and four issues a year may be received for $2.00 from the Department of Personnel Methods, Wayne University, Detroit, Michigan. Roger M. Bellows of Wayne University is the Editor.

On March 10, 1949 Charles E. Wilson, President, General Electric Company addressed a letter to Congressman Andrew Jacobs, of the House Committee on Education and Labor. Mr. Jacobs had written a letter to Mr. Wilson concerning G.E's. employee relations message, *How Would You Revise Our Labor Laws?* Mr. Wilson's letter of the 10th of March is in reply to Mr. Jacob's criticism and in further explanation of the purpose of the employee relations message. He takes up each of the questions contained in the "message" to General Electric employees and comments in detail on Mr. Jacobs' criticisms. All of this material is contained in a 52 page pamphlet issued by the Employee Relations Dept. of General Electric.

*Personnel Management and Industrial Relations* is the title of an 8-weeks short course to be held beginning June 27th at the University of Wisconsin, Madison, Wisc. This announcement is a 7-page mimeograph by Dr. R. W. Fleming, Director of the Industrial Relations Center of the University. The fee for the course is $190, and it is limited to the first 25 qualified applicants, not more than three from one Company. In addition to regular classes there will be workshops three afternoons a week conducted mostly by specialists in industry.

A handsome booklet entitled *Restaurant Administration as a Public Service Career* has just been issued by the school of business of the University of Chicago, from whom it may be obtained.

The New York State School of Industrial and Labor Relations was created by Act of the Legislature in 1944. It is now one of the schools of Cornell University. Dean M. P. Catherwood has announced the publication of *Toward Mutual Understanding*, a booklet describing the work of the school. This contains an outline of the legislature's intent in establishing the school and describes how it is being carried out with resident instruction and with adult education. This attractive, illustrated booklet is available by writing the New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York.

The American Management Association, with the help of an advisory committee of industrial leaders, has issued another major research report, *Greater Productivity Through Labor-Management Cooperation*. The report was prepared by Ernest Dale. It is a paper bound book of several hundred pages with the contents divided under five chapter headings, The Status of Cooperation, Evaluation of Cooperation by Specific Data, Factors to Consider in Starting and Operating Cooperation, Organizing Cooperation, Conclusions. The report explores with specific cases a great many instances of labor-management cooperation including ones where job evaluation and time standards or other methods of work measurement were jointly installed. After a thorough exploration, with many illustrative cases, the report reaches the conclusion that there is considerable doubt whether the movement of labor-management cooperation would continue to grow sufficiently to exert a big influence on industrial relations. At the present time it appears to be spreading only very slowly.

Theoretical studies in human relations in industry are few in number but that number is increasing steadily if slowly. The work at the University of Michigan, at Yale, and at Massachusetts Institute of Technology are examples. The *American Journal of Sociology*, issued by the University of Chicago Press each quarter, has devoted its January 1949 issue to the general subject of Industrial Sociology. It contains such articles as "The Business Executive: The Psycho-Dynamics of a Social Role." Another is "Decision Making by Management in Industrial Relations" and "Marginal Men of Inudstry: The Foremen." Copies of this issue may be obtained for $1.25 from the University of Chicago Press, Chicago 37, Illinois.

One of the most remarkable employee relations projects ever undertaken on a large scale was the "*My Job Contest*", conducted last year by the *General Motors Corporation*. Out of nearly 300,000 eligible employees a total of 175,000 or nearly 59 per cent wrote letters for the contest. There were over 5000 prize winners, the first prize being a Cadillac convertible. The new magazine Personnel Psychology, a quarterly which is devoted to reporting research in the personnel and industrial relations field, has begun a series of four articles, "My Job Contest—An Experiment in New Employe Relations Methods". The Spring 1949 issue contains the

first part of this report. Personnel Psychology is available at $6.00 per year or $2.00 per copy from 1727 Harvard Street, N.W. Washington 9, D.C. General Motors Corporation, following completion of the contest, issued a 176 page printed booklet giving a full report on the contest together with addresses by the six judges, among whom were Edgar A. Guest the popular poet, and Dr. George W. Taylor well known for his work in labor arbitration.

Readers interested in tests will want a copy of "*The Third Mental Measurement's Yearbook*", Oscar K. Buros, Editor. This is the third of a series designed to give an authoritative evaluation and description of all commercially available tests. It gives reviews of these tests, 70 per cent of them reviewed by more than one person and 30 per cent by two or more. Many of the references are critical and will be of great assistance to prospective users of these tests. One of the objects of the Yearbook is to induce authors and publishers to issue fewer but better tests and to provide test users with more detailed and more accurate information on tests. The Yearbook contains 1047 pages in cloth binding. Six hundred sixty-three tests are listed and there are seven hundred thirteen reviews. The price of the Yearbook is $12.50 and it may be obtained from Rutgers University Press, New Brunswick, New Jersey.

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## Your Company Is Interested in You

Hearing the recent talk by Cabot at the University of Minnesota on "*Industrial Relations Records*" suggested the thought that every company paper should contain an article describing the employe records which it keeps and discussing their importance to the Company and to the employee. The theme of this article should be that the company is interested in its employees and keeps records about them for the purpose of making the most effective use of its human resources.

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## Minnesota Conference

If you are going to organize a personnel department in a small company—750 employees or fewer—be careful not to build the department any faster than it is being accepted by the other departments. This advice was given by Clifford Jurgensen, Personnel Director, The Minneapolis Gas Company. He suggests making sure that other Company officials always know what the Personnel Department is doing. "You can accomplish practically any change you wish if you don't care who does the work or who get the credit—which usually means that *you* do the work and *someone else* gets the credit".

# Book Reviews

Workers Wanted. By E. William Noland and E. Wight Bakke. New York: Harper and Brothers, 1949. 233 pp. $3.00.

This is the third in a series of Interim Reports issued by the Yale Labor and Management Center. The authors ask the questions, "What worker characteristics do employers desire", and "Why do employers use certain criteria in the selection of workers". Also discussed are broad generalizations regarding "the structures of living within which management and employees work"; not as assertions of fact but as hypotheses.

Fact-finding was conducted in 135 New Haven, Connecticut establishments from September to December 1945 and in 105 Charlotte, North Carolina firms from February to May 1946. Appendix B-Tables, summarizes the major findings of the survey.

The survey method is simple and direct. Five major groups are studied: common labor, production workers, service and maintenance workers, routine clerical workers and administrative and executive assistants. Worker characteristics sought by employers are expressed both as employer preferences and as worker qualifications judged to be of outstanding importance by employers. Preferences in each of the groups are examined exhaustively. Each chapter contains an interesting summary statement defining the "ideal" worker desired in the two cities; "ideal" being that combination of characteristics which were the modal preference of all employers questioned. These summaries appear to express the authors' main theme—"The employers' convictions about the relative productive capacity of varying sex, nationality, citizenship, race, politics and religious tendencies are stereotypes established through a process in which contemplation of his own experience is inextricably entangled with adherence to unquestioned convictions held by 'normal' people throughout the country". Or, one might say, hiring convictions unsupported by sound evidence.

*Implications* of hiring preferences are ably presented in the concluding chapter. They should prove of interest to those who are concerned about the maintenance and improvement of our system of private enterprise. These generalizations however regarding the importance of hiring decisions should be treated as suggestions rather than conclusions, since the data upon which they are based is definitely limited.

Boris Blai, Jr.

Resolving Social Conflicts. By Kurt Lewin. New York: Harper & Bros., 1948. 230 pp.

The late Professor Lewin was born in Berlin in 1890, served 4 years in the German army, obtained his doctorate, was professor of psychology at Berlin before coming to this country in 1932. He was professor of Child Psychology at Iowa and

then head of the Research Center for Group Dynamics at M.I.T. until his death in 1945. Kurt Lewin is best known to Americans through his book, "A Dynamic Theory of Personality". But he had the insight to realize years ago that no theory was worth very much until it was tested in the sphere of action. I quote from his chapter on *Experiments in Social Space*, "I am persuaded that it is possible to undertake experiments in sociology which have as much right to be called scientific as those in physics or chemistry." His later years were devoted to experiments in actual working situations. His untimely death was a great loss to industry.

Dr. Lewin admits at the outset that it seems easier for society to change educa- than for education to change society. With this in mind, his little book tackles such problems as:

The Social-psychological differences between the U. S. and Germany.
The Background of Conflict in Marriage.
Psycho-sociological Problems in a Minority Group.
Self-Hatred Among Jews.
Experiments in Social Space.

In considering international tension, he feels that Russian and British differences are more cultural than racial, since young children taken from one country to the other will quickly and thoroughly adopt the characteristics of their new environment. Dr. Lewin reports an interesting social experiment with two groups of children, one democratically led, and the other dominated by an authoritarian leader. By actual count, he found 31 times as much hostile domination from child to child in the authoritiarian group. At the same time, he counted many more constructive suggestions in the democratic group. In the authoritarian group, every child became the potential enemy of every other child. Thus in social-psychology Lewin seems to confirm many of the patterns of belief set forth by John Dewey in the philosophical field.

Most interesting to personnel people are his findings about timing and morale. Dr. Lewin's experiments seem to show that morale of the worker is seriously injured when the goal is too far above his present level of achievement. "The successful individual habitually sets his next goal somewhat, but not too much, above his last achievement." The author reports a very interesting case of industrial tension and concludes that the demands of production have to be satisfied in a way which conforms with the nature of group dynamics. The action of an individual depends on the way he perceives the total situation. We can change his actions only by changing the way he sees things about him in the shop. But there is much too much in this book for a brief review. The reader is referred to chapter 8 for a verbatim report of the conflict and its solution.

Willard Tomlinson

## SITUATIONS WANTED

MANPOWER MANAGEMENT. Now directing comprehensive personnel program; salary and wage administration; recruitment, utilization and development of manpower resources. Offer ten years diversified and practical experience with printing trade and Federal Government. A. B. Swarthmore College: M.A. Temple University, Personnel Psychology. Present salary $6850; age 32; married; family. Desire position of greater responsibility and challenge. Box 55, Pers. Jour.

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PERSONNEL MANAGER. 9 years broad experience. Labour relations; union contracts. Also experience in time study and job classification. Age 35. Montreal resident. Box 58, Pers. Jour.

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DIRECTOR OF INDUSTRIAL RELATIONS AND PERSONNEL. 12 years' experience in all phases. of Industrial, Labor, Public and Personnel relations. Experienced in farm machinery and metal trades. National reputation in employee relations. Box 60, Pers. Jour.

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ASSISTANT PERSONNEL OR TRAINING DIRECTOR. Ten years experience in instrument production industries, such as Sperry Gyroscope Co., Federal Telephone & Radio Corp., five years of which were served in a supervisory capacity. Two years of evenings at Stevens Institute of Technology for such subjects as Industrial Psychology, Industrial Engineering, Job Evaluation, Shop Production Methods, etc. Position must be in metropolitan New York or northeastern New Jersey. Age 28, married. Box 61, Pers. Jour.

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INDUSTRIAL RELATIONS. Cornell graduate, age 25, veteran. Knowledge of labor laws, experienced in interviewing, testing, job evaluation. Engineering and psychology background. Box 62, Pers. Jour.

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PERSONNEL ADMINISTRATION AND RESEARCH. Ex-officer, college grad., age 30; effective analyst and writer with ideas and tact. Recently evolved unique supervisory appraisal system. 9 yrs. broad, sound exper. with present firm but now under restricted horizons. Seeks opportunity with responsibility and challenge in progressive Co. Box 63, Pers. Jour.

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PERSONNEL WORK. Graduates Aug. 1949, B.A. University of Richmond, Va., major Psychology, minor Economics, ex-G.I. Interviewing experience, age 22, unmarried, willing to move, salary secondary to opportunity. Box 64, Pers. Jour.

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PERSONNEL MANAGER. Presently employed by large manufacturing concern. 3 years progressive responsibility with this co. B.A. in Public Personnel Administration. Experience in interviewing, placement, personnel relations, job rating, merit rating, safety, union negotiations, NLRB elections. Veteran, 25, single. Desire position of responsibility and challenge in personnel administration work. Would consider position under skillful Personnel Director. Box 65, Pers. Jour.

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PERSONNEL ASSISTANT. Desire position offering real challenge with progressive personnel deparment. Knowledge; scientific selection, counseling, training, and interviewing. Age 29. B.A. in Psychology and Commerce. M.A. in Psychology. Box 66, Pers. Jour.

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# PERSONNEL
# Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY

*Volume 28* *Number 3*

## *Contents for July–August 1949*



EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## JULY

10–13 Champaign-Urbana, Illinois.
*College and University Personnel Association.* Third Annual Conference. Donald E. Dickason, Univ. of Illinois.

20–23 Silver Bay-on-Lake George, N. Y.
*Silver Bay Conference on Industrial Relations.* 31st Annual Conference. Wm. F. Meyer, Exec. Sec., 347 Madison Ave., New York 17.

25–30 Itaca, N. Y.
*N. Y. State School of Industrial and Labor Relations.* Workshop on Supervisory Training and Human Relations. Sponsored in cooperation with the American Hospital Association.

## OCTOBER

13–15 Columbia, Missouri.
*University of Missouri.* Industrial Management Conference. In cooperation with Associated Industries, the Industrial Relations Club of St. Louis and the Industrial Council of Kansas City. Prof. Russell S. Bauder, Chairman.

26–28 Chicago. The Palmer House.
*National Metal Trades Association.* Annual Convention, Golden Anniversary. 122 S. Michigan Ave., Chicago 3.

The small company, like the large one, must use every possible means for developing teamwork for higher production. Good two-way communication between men and management is one method. Here is a description of what Tremco Manufacturing Company of Cleveland found were effective ways of improving communication.

# Good Communication Promotes Teamwork

By Jay L. Otis, Personnel Advisor
and
William C. Treuhaft, President,
The Tremco Manufacturing Company

Small companies have advantages in the field of human relations which are not always enjoyed by large organizations. Small size alone, however, does not insure good employee relations. It merely makes it easier to use the many opportunities for gaining an understanding of each other's point of view. Small companies are apt to depend on the closeness of executives to employees and neglect to develop the art of individual and group communication which is essential for good employee relations. The methods of employee communication described here were established in a small company to develop and maintain teamwork between management and employees. Of equal importance was building teamwork among the technical, office, factory and sales personnel.

A sound internal public relations program depends in large part on the effective use of media of communication. Such media as pay envelope insertions, company magazines or newspapers, public address systems, letters to employees and employee handbooks are well-known and effective methods of getting ideas to employees. They are one-way lines, however, and are not available to employees who wish to communicate with management.

It is important for management to be able to listen as well as to talk to employees. All too often management is concerned with trying to make employees understand its point of view and neglects the equally important task of learning the employees' point of view. Methods which lend themselves to every day use are needed if employees are to become articulate, either individually or as a group.

## Opportunity for Discussion

It is wrong to assume that understanding can be achieved without discussion. A clear statement of a point of view does not insure its acceptance; if incorrectly interpreted it can result in costly misunderstanding. The presence of a union makes it possible for a company to communicate with employees either directly or through their representatives, and employees, either individually or collectively, may present their ideas to the company through the union. Under unionization, conferences can be arranged which permit thorough discussion and even though agreement cannot be reached, an understanding of each other's point of view is often possible. A sound employee relations program should provide some opportunity for discussion, both by individuals and groups. Where unionization does not exist, it is good policy to provide opportunity for discussion, so that maximum benefit can result from this type of communication.

## The Company

The Tremco Manufacturing Company is an organization composed of approximately 300 employees; 230 employed in the United States and 70 employed by our Canadian company. It manufactures and distributes protective materials used in construction and maintenance of buildings. This report deals with the United States operation only, but the same methods are used in the Canadian factory and office.

The personnel inventory shows that in the United States there are five individuals classified as executives, 80 as office employees, 53 factory, 84 sales and 11 technical. The factory employees are classified in nine departments, each department having a department manager who also carries a working title, such as Varnish Maker-Department Manager, indicating that the individual functions both as a skilled worker and as a department manager. The office and technical employees are classified into fourteen departments, each one of which has a working department manager. This rather fine departmental breakdown, based upon small functional work units, is one of the most important aspects of the lines of communication which have been established at Tremco.

## Methods for Management Communication

The company has the policy of keeping employees informed about the business, fellow employees, policy changes and plans. To this end it has established the following means of communication with employees:

*Bulletin Boards.* These serve to inform employees about such matters as safety, educational opportunities and employee social functions. They serve as a place for notices, letters, bowling league standings and community welfare announcements. They also provide a place for union notices.

"*Inside Tremco.*" A four page, mimeographed bi-weekly newspaper serves as a medium for keeping employees informed abut things of interest to all. It is mailed to

the home, because it is read more thoroughly there than at work and because it keeps the family informed about the organization where the father, mother, son or daughter is employed. This newspaper is primarily for office, factory and technical employees.

"*Maintenance.*" A weekly, four-page mimeographed bulletin is sent to each salesman. Here matters of interest to salesmen are presented, such as sales contests, special bulletins, outstanding accomplishments of individual salesmen and sales hints that have been effective. Each salesman is given a supply of Tremco Maintenance letterhead paper with a printed note to the home office addressed to the Tremco Cat, the company trademark, which reads as follows, "Dear Tremco Cat: I want to help make Maintenance more valuable to other Tremco Men—and to myself. So—here's an item which I think will be interesting to the other fellows—and which is the kind of material I want to read in Maintenance." This medium is designed as a two-way type of communication which promotes mutual understandings.

*The Employee's Manual*, "Inside the Tremco Organization" is a detailed, comprehensive description of things of interest and importance to employees. Sections on the Philosophy of Management, Personnel Policies, and Ways and Means or general office or factory practices provide the new and old employee with a ready reference to management thinking. Separate manuals for factory and office employees have been prepared.

*Talks to Employees.* At the annual picnic, the Christmas party, and at sales meetings the president discusses the economic condition of the company, presents its complete financial statement, describes plans for development and discusses recent improvements. A straight forward talk with no punches pulled provides periodic information of value in helping employees understand the management mind.

*Letters or Special Bulletins to Employees.* When occasion demands, letters from the president or other executives are sent to all employees. These letters describe or explain a present policy or recent policy decision. These are frequent enough so that their arrival causes no alarm.

*Executive Contacts.* The day-to-day relationships between superior and subordinate are known to be of utmost importance. All supervisors, including executives, are expected to maintain friendly and sincere contacts with employees, so that confidence in management and management statements will be gained and maintained. It is here that a sincere attempt is made to cultivate and maintain two-way communication; it is known, however, that this is difficult to create and easy to destroy. The policy of complete honesty and straightforwardness in these superior-subordinate contacts is known to all employees.

*Special Meetings.* Whenever there is need for imparting information to the entire group, special meetings are called. For example, the company had a cost of living plan which was suspended during the war because of War Labor Board wage rulings. As soon as it was possible to do so after the war, the employees were called together, the plan was explained in detail to all employees, questions were asked and answered.

Although these special meetings are infrequent, they serve as a supplement to other media and are part of the process of communication at Tremco.

*Orientation Program.* Every three months, or as soon as six new employees have been employed, an orientation program is conducted. This program covers the history of Tremco, its personnel policies, what the company expects from the employee, what the employee can expect from the company, departmental functions for all divisions, products, and the necessity for cooperation and teamwork. The conference method is used, so that discussion can be stimulated to the maximum. The relationship of the office, laboratory and factory to the field representatives or salesmen is given considerable emphasis, so that close cooperation between the field and the home office can be obtained.

Management believes that good motivation and high morale are the product of employee understanding of the company. Confidence in management must be based upon knowledge; and knowledge can only be obtained by giving the employee access to company information. An informed employee tends to identify himself with his company; he uses the pronoun "we" instead of "they." Morale is also based upon management understanding of its employees and it is management's responsibility to make it possible for employees to express their ideas.

## Methods for Employee Communication

The methods of employee communication with management are difficult to develop. Because of past experience, many employees are reluctant to talk to management or to discuss problems which might endanger their jobs or their possibilities of being promoted. This indicates the presence of fear and until the employees are convinced that the executives are sincere in their willingness to listen, their reluctance to talk is evident. The following methods are now in use, and the organization is still searching for better ways to "listen."

*Periodic Interviews and Counseling Interviews.* The Employees' Manual, "Inside the Tremco Organization", contains a section on periodic interviews. The manual statement is as follows:

> "It is recognized that members of the organization, particularly new ones getting settled in new jobs, often have questions or problems concerning their work or personal matters. Tremco sincerely wishes to offer whatever assistance it can in helping individuals work out such matters and make satisfactory, pleasant adjustments to their jobs and the organization as a whole, which in turn means that they can enjoy the day-to-day associations with fellow employees and take full advantage of the opportunity for security and progress which Tremco provides.
>
> "Although Tremco supervisors and executives are able and glad to assist in many situations, an individual sometimes has problems he does not wish to discuss with them and welcomes an opportunity to talk with someone who has special counseling training and experience in whom he can confide. Members of the Personnel Department, including our Personnel Advisor, are, therefore, available to an employee who wishes to discuss any matter

with one of them. Such discussions are held confidential, if so requested by the employee.

"Since a new employee may be hesitant to ask for a special interview and may have only questions and problems he considers relatively unimportant, specific interviews are arranged for each new worker when he has been at Tremco about three months and again at the end of about six months. These interviews are conducted by the Personnel Director and provide a specific opportunity for an individual to talk over with the person who employed him many points about his job and the Tremco Organization."

If a good job is done on the initial periodic interviews at three months and six months, the groundwork is laid for employee use of this interview and counseling procedure to talk to management. This method is used not only with office and factory employees, but also with sales trainees who are attending the five-month factory training school.

*Evaluation Interview.* Although this method of communication is best considered as an opportunity for discussion, it must be recognized that the discussion of an employee's merit rating by his supervisor provides an excellent opportunity for the employee to "get many things off his chest" during the interview. A Periodic Progress Report designed to compare the present job performance with the performance at the time of the previous rating is filled out for each employee at the end of the three, six, nine, and twelve months and semi-annually thereafter. In addition to their value in providing an opportunity for an employee to discuss privately with his supervisor how his performance has improved and how it can improve further, the supervisors find that the employees use these interviews as an opportunity to "evaluate management" and to discuss problems of interest to management.

*Suggestion System.* In order to make a suggestion system work it must be administered so that each employee feels that his suggestion will receive prompt attention, fair treatment, adequate reward and proper personal recognition. The suggestion system is administered through a committee representing management and employees. The policy of rotating membership on the committee provides an opportunity for employee communication. Approximately one hundred suggestions a year are received.

*Employees' Association.* The Employees' Association, an independent union recognized by the NLRB, provides an opportunity for the factory employees to convey their ideas to management. Ample opportunity is provided for individual or group ideas to receive attention by the appropriate management official.

*Grievance Procedure.* The procedure for handling grievances lends itself to employee communication on those matters serious enough to be so classified. A clearly stated policy and procedure permits the employee to carry his own grievance through the successive levels or he may elect to be represented by the Grievance Committee of the Employees' Association. The fact that the individual employee is encouraged to voice his grievance makes this line of communication of value to the employees.

*Attitude Questionnaires.* To date the attitude survey has been used to obtain atti-

tudes and opinions about specific topics. Questions pertaining to such topics as the lunchroom or compulsory annual physical examinations have been asked and the answers used to guide management decisions. It is of interest to note that this method of encouraging employee communication is used in those instances where information obtained will be followed by management action. Because of this, each employee knows that his ideas and opinions will be used.

*Department Managers*. It has been pointed out that the creation of small functional work units was one of the most important aspects of the lines of communication established at Tremco. The largest department has only nine members; the smallest has two full-time employees with occasional part-time help. Naturally a close relationship exists between worker and department manager and between department manager and the next level of supervision. We find here the best and most effective medium for employees; the existence of an informal relationship with responsible supervisors.

## Opportunity for Discussion

An open discussion between supervisors and subordinates at all levels is the real basis of understanding. Perhaps no other policy at Tremco is administered as thoroughly as the policy of "talking things through." It would be false to give the impression that agreement is always reached. It would be true to state than an attempt is made to continue discussions until an understanding of each other's point of view is reached. Opportunity for discussion is provided in the following ways:

*Department Managers General Meeting*. These meetings, held three times a year and more often if necessary, bring together the department managers from both factory and office. Representative employees are invited to attend. Dinner is served in the factory lunchroom and this is followed by a forum type meeting. Although a formal agenda is prepared, it by no means limits the areas of discussion. The discussion makes it possible for both the factory and office department managers to express their views, their interpretation of their employees' views and for management to express its view. Sometimes a conflict in interest between factory and office employees occurs and discussion may become quite heated. Everyone recognizes the value of these discussion opportunities and since employees, department managers and executives attend, opportunity for broad understanding is provided. From these meetings an appreciation of each other's problems is gained and teamwork is promoted. The company recognizes that the small functional departments form the nucleus for discussion, as well as the basis for employee-to-management communication lines.

*Factory Department Managers Meeting*. Once a month the director of manufacturing, the plant superintendent and the personnel manager meet with the factory department managers. These meetings grew out of a need to discuss the many problems of interest to all. Such matters as bonus, plant contests, safety rules and violation of rules are discussed thoroughly. These meetings provide an opportunity to bring out the serious problems discovered in the counseling interviews without violating the confidence of the employee.

*Office Department Managers Meeting.* The controller, office manager and the personnel manager meet monthly with the office department managers to discuss problems occurring in the office. The factory department managers meetings were begun first and their success was in part responsible for the office meetings. Here again, an opportunity for discussion of any problems advanced by management, department managers and employees is provided.

*Counseling Interviews.* An examination of the confidential notes in the files of the personnel advisors shows that these interviews function as discussion areas. The desire to "talk things over," whether it is about education, home or work is demonstrated in these interviews. The fact that not one, but several counseling sources are available promotes the use of this medium.

*Sales Managers Advisory Committee.* Meetings of this committee are attended by the president, sales manager, assistant sales mangers, director of sales employment and training, director of manufacturing, associate director of research, treasurer, personnel director and personnel advisor. In addition, all persons in a supervisory capacity who work with the sales department attend the three meetings held each year whenever possible. The agenda covers all aspects of sales and merchandising, including pricing, personnel selection, personnel training, group sales conferences, research and all policies dealing with sales and salesmen. These meetings have been invaluable in presenting points of view, providing opportunity for discussion, coordinating sales, production, research and office divisions and in promoting teamwork.

*Group Conferences for Salesmen.* Although these conferences are designed to provide refresher training and to help salesmen shift from one type of seasonal selling (outside maintenance) to another (inside maintenance) and vice versa, it should be noted that the use of the conference method promotes discussion. Using the statistical index of participation in discussion originated by Warren G. Findley and James E. Greene of the Air University, it was discovered that the conference had an index of 85, which indicates an above average, well-balanced discussion.

*Maintenance Specialist in Training Advisory Committee.* At the present time this company is recruiting and training young men for the ultimate job of senior salesmen or representatives. This program, begun before the war, has been reinstated and is receiving top management support. The committee brings staff members together to deal with the many problems of recruitment, training and sales personnel administration, which must be solved if the program is to enjoy maximum success. Again, the process of discussion permits top management to "listen" to subordinates and to coordinate the ideas of the various persons involved.

*Personnel Advisory Committee.* Matters which affect all should be considered by all. The personnel policies are the result of thorough discussion by representatives of sales, manufacturing, research and office personnel. All policies are discussed, agreed upon if at all possible, understood, and then put into effect.

*Committee Structure.* Insofar as possible, committees are used to work in those areas where they can be effective. Committees for the lunchroom, suggestion system,

employees' fund, safety, Christmas party and annual picnic are composed primarily of employees with one management representative. These provide an opportunity for management-employee contact which promotes acquaintance and understanding.

## Summary

The media mentioned above are found in similar form in many organizations. Some companies, however, perhaps have been too busy either to talk or listen to employees, to say nothing about providing opportunity for discussion. The important aspect of this communication program is its proven usefulness in the maintenance of understanding between superior and subordinate at all levels. It is also designed to provide adequate opportunity for all major divisions of the company to inform other divisions about their activities.

The lessons learned in the field of employee communication are these:

1. As soon as management decides to keep employees informed about all aspects of company activity that may be of interest to employees it discovers many available means of doing so.

2. The decision to "listen" to employees must be followed by the creation of opportunities for employees, either individually or collectively, to communicate with all levels of management.

3. One-way lines of communication are only part of the answer to employer-employee and superior-subordinate understanding. Opportunity for discussion is the key to the creation of relationships which result in good adjustment of employees to their work and to their company.

4. Management has much to gain through setting up horizontal lines of communication. Sales, production, research and office must be aware of and understand each other's problems in order to have cooperation and teamwork. Keeping each other informed is a management responsibility that falls in the field of communication.

5. A company is a dynamic institution; positive attention and continual encouragement are required, in order to keep everyone up-to-date.

The Tremco Manufacturing Company has learned that an informed employee is a person who has a strong identity with the company. It has also learned that an informed supervisor is a more effective leader. Talking things through is often time-consuming, but it is always time well spent.

Foremen will be better foremen if they have a hand in developing the rules and policies that govern the actions of all employees. The author believes that too many organizations overlook this means of increasing foremen's morale.

# Foremen Should Participate in Policy Formation

By Richard F. Dean, New York State School of Industrial and Labor Relations, Cornell University

One cannot consider the duties and problems of foremen without reaching the conclusion that they are really an integral part of management. It is the foremen who are the first point of management contact and make the first management decisions on all matters relating to the employees under their direction. In many cases we find that they have full authority to approve or disapprove the hiring, to supervise the work, to make work assignments, and to initiate wage increases, transfers, and promotions of the employees under their supervision. We find that they are also directly responsible for the efficiency and safety of their group and have full authority, when necessary, to take immediate disciplinary action for violation of shop rules and for other improper conduct of the employees they supervise. This is fine as far as it goes. But does it go far enough? What part do these men play in determining the policies that govern the relations between management and the employees with whom they are in such close contact?

It is in the area of policy formation that we find a different story. Here we discover that the emphasis is usually only on making sure that all matters of company policy are explained to foremen before they are announced to the employees; that foremen should be advised beforehand of all changes in company policy; that all precautions should be taken to make certain that foremen do not get policy information via the grapevine or the shop steward, etc. Why should this be true? Should not these men who carry out such important management functions *participate* in the formulation of policy? What better men than the foremen can determine whether or not:

1. There is company-wide understanding and acceptance of the policies?
2. The channels of communication are kept open for the hearing of grievances?
3. The goals of the policies are attainable in practice?
4. The policies are being lived up to?

## Let Foremen Help

It is the foremen who live in daily contact with the men for whom the policies are made. Consequently it would appear that these are the logical men to participate in the policy formation. Many companies feel that they have taken a big step forward once they have reduced their policies to writing and seen to it that the foremen are kept advised of any changes. It is true that they have, but if it is unilateral policies that have been reduced to writing, they are not sufficient. How can foremen be expected to have a full understanding of, give their support to, or show an interest in policies on which their comments, criticisms, suggestions, and prior approval have not been sought?

What better way could there be of determining whether or not the policies are understood, attainable in practice, or accepted and lived up to by all members of the organization than by permitting the foremen to have a voice in their formation? What better men than the foremen can insure that criticisms and ideas from any employee of the organization will reach the policy-forming group, so that it can gain a wider and more intelligent consideration of needed changes in policy, and so that active participation may be obtained by all in changes of policy as well as in the initial formulation? Could there be any better way of letting foremen know that they really are an integral part of management than by letting them participate in this most important of managerial duties? Perhaps more important in this period of industrial strife is the question, "Is there any better way of promoting good employee relations than by letting the workers know that the men who know them best and to whom they make their complaints and look for the answers to their questions can see to it that their criticisms and ideas are reflected in company policy? If the answers to these questions are "No," and it would appear that this can be the only correct answer, what can be done about the matter?

It is not the purpose of this article to attempt to give a formula as to how any particular concern can handle this problem, for that would be impossible. That is a matter which each individual concern must work out for itself. The main purpose of this article is to bring to light, and to create thought on, a matter which is begging for attention. If this article only starts constructive thinking on how foremen can further aid management in creating better employee relations through participation in policy formation, it will have served its purpose.

## There Are Many Ways

The method of giving foremen participation in policy formulation is a matter for each concern to decide for itself. Attitude surveys conducted among foremen have shown, however, that many foremen do not consider themselves a part of management, and a number of companies are concerned about how to remedy this situation. The following are examples of how a few concerns are meeting the problem:

A large textile company has a policy council composed of representatives of foremen which meets regularly to discuss the policies of the company and the changes

that should be made in them. In addition, the company has a policy committee of fifteen members, composed of the Vice-President of Industrial and Labor Relations, supervisors, and foremen. The Vice-President of Industrial and Labor Relations, as chairman and permanent member of this board, has authority to pass on policy in nine out of ten cases. The other members of the board rotate every six months. This board, which must pass on all policy, meets one-half day every month and constantly evaluates the personnel policy of the company and develops new policy. The minutes of each board meeting are distributed to all supervisors, who discuss them with the employees. In addition, they have as a member of the board a man who does nothing but audit personnel policy. He keeps in constant touch with all superintendents, foremen, and staff people and determines whether or not the policy is working, and if not, why not. He arranges the program of the board and is responsible for seeing that the policy manual is kept current and that policy is being communicated to all concerned.

Another concern has a policy committee consisting of the personnel officer, high-ranking executives, and foremen. This committee functions in an advisory capacity, submitting its recommendations and suggestions to the chief executive, and through him to the board of directors whenever necessary.

In other concerns there is a trend to get away from the old style of foremen training classes and to place more emphasis on management information sessions in which foremen can participate in discussions of policy matters. Many places would find none of these methods suitable to their organizational structure. However, if there is a will to do it, a way can be found to tap this great potential source of creating good employee relations. Organizations that have given their foremen participation in policy formation have found that it has "paid off" in better employee relations and higher morale among foremen.

The Hartford County (Connecticut) Industrial Relations Society was the winner of the Third Prize in the contest for the best program of such an organization. Their problem was a little different than that of the big-city organization but they have solved it to the satisfaction of the membership.

# The Hartford County Industrial Relations Society

In organizing any program for a county-wide group interested in personnel, industrial relations, or human relations problems, one must have definite objectives in mind which will bring together theory and practice and which will take into consideration the varied special interests of the group. The membership of such an association might be limited to only fifty persons, as in the organization described below, or it might be as large as one or two hundred members, depending upon the area covered and the qualifications for membership. In the group whose program is outlined here, the chief qualification for election to membership is a position equivalent to that of director or head of a personnel or labor relations department. This organization is The Hartford County Industrial Relations Society.

Three main objectives are the guide-posts of this organization: first, to aid and assist members in the attainment of self-improvement by research and exchange of information; second, to develop such services as members may request and to engage in any activities which the membership deems necessary; third, to help maintain high standards in the field of personnel work.

In addition to these three main objectives, there are three specific ways of carrying out the aims of the organization. First of all, a program of monthly meetings must be developed which should be both informative and interesting to the membership. Second, greater cooperation between industry and education in regard to personnel practice and theory should be encouraged. Third, the distribution and circulation of worthwhile material related to the field should be promoted.

## Types of Meetings

The first meeting for an organization of this type should be a closed membership meeting in which various research projects should be discussed. At this time a topic can be selected for study and for the gathering of data for the ensuing year, with eventual publication before the final meeting. Such a project entitled "A Survey of

Personnel Policies and Practices in Hartford County Manufacturing Plants" was actually selected, completed, and published by the Hartford group as a part of its 1946–47 program.

The first open meeting could deal with labor or industrial relations problems, trends in collective bargaining, or recent labor legislation. If both sides of the issue are presented, or if a labor as well as a management representative is chosen to speak, a more stimulating and worthwhile meeting will result. If it is felt that one speaker is preferable to a panel of two or more, someone representing the union point of view should be selected rather than a management representative. A comparison of the interest evoked by three personnel directors who spoke on "Labor Relations in the Hartford Area" and that which followed the discussion of "Labor's Stake in Wage Incentives" by Solomon Barkin, Research Director of the Textile Workers Union of America, revealed that more enthusiasm was produced by one labor representative than by three management speakers. Of course, as far as stimulating interest is concerned, the law of diminishing returns begins to operate with the increase in the number of speakers, especially if those speakers are on the same side of the fence and are strictly local talent.

The third meeting of the Hartford County Industrial Relations Society was concerned with "Social Factors in Technological Change." Dr. George F. Lombard, Associate Professor of Human Relations at Harvard University discussed the meaning of "Technological Change" and its effect upon society at the present time. He pointed out that management's present efforts to increase efficiency and reduce costs by the introduction of new technological methods had resulted in the creation of social problems, particularly in regard to the older employee. This is becoming more acute with the introduction of higher-speed machines and with constantly advancing labor costs.

## A Labor Union Speaker

Mr. Solomon Barkin's discussion of "Labor's Stake in Wage Incentives," already mentioned revolved about the present day "see-saw" of *take home pay vs. production efficiency*. He revealed quite frankly the tug-of-war in the union leader's mind who sincerely wants to help his members obtain higher wages but who knows that incentives will show up and embarrass inefficient members. There are many capable union leaders who are quite willing to "take down their hair" and to discuss the mutual problems of labor and management without the bias, prejudice, and propaganda that is thrown out for their members or for public consumption. A meeting of this type is both interesting and stimulating.

The fifth meeting of the series was devoted to "The Religious Approach to Labor Relations." There are many pious, church-going folk who believe that religion (or its clergy) should not meddle in the mud and materialism of the industrial world; and there are just as many, maybe more, business men who would utter a fervent amen to that sentiment. But the religion of business, its ethics,

morals, ideals, scruples, or lack of them, is very definitely the business of religion. Religion cannot exist in an economic and social vacuum. On the other hand, the militant support of organized labor by many churches of almost every denomination and by uninformed and unrealistic clergymen has been a source of irritation to many honest, upright business men, who have given generously of their time and money and influence to win friends and support for the church and its activities. These were some of the ideas presented by a panel of four speakers, consisting of a Protestant clergyman, a Catholic priest, a Jewish Rabbi, and the Chairman of The Laymen's Movement.

From a religious theme to the "Responsibility of the Press in Labor Relations" is almost like going from the sublime to the ridiculous, but labor relations today runs the whole gamut of human activities and emotions. The press supposedly holds the mirror up to nature but some people feel that this mirror is as distorted as those in the "Fun House" at the local amusement park. However, it is trite but true that the power to the press for good or evil is tremendous. Nevertheless, freedom of the press is basic for the American way of life or for any liberty-loving people. When any man or government completely controls the press, as was true in Germany and Italy both before and during the war and is true in Russia today, such newspapers degenerate into mere propaganda organs. But responsibility goes hand in hand with freedom. Some newspapers sacrifice their responsibility for reporting the news accurately and truthfully in order to appeal to the sensationalism demanded by the masses. This unfortunate condition has been especially noticeable in the reporting of labor-management news. Truth may not have been crushed to earth, but it has been frequently highly colored or discolored. Perhaps management has only itself to blame if labor makes all the headlines and gets all the sympathy. When labor comes out with a blaring half truth, like the Nathan report, it makes the front page. When management comes out with a sound, logical rebuttal, it makes the obituary page. Management has often been pictured as the big bad wolf of Wall Street, and labor as little Red Riding Hood. Only lately have our newspapers lifted the hood to find little Red Communism hiding there. The panel that discussed this subject consisted of two local editors and a newspaperman from New York.

## Foreman Training in Labor Relations

Mr. George A. Jacoby, Director of Service Activities of General Motors Corporation, spoke to the group on the very important subject "Foreman Training in Labor Relations." In the past, foremen were trained to discover and to adjust or repair defects and breakdowns in machines. But as to how to ease the frictions, maladjustments, or breakdowns of human beings we have hardly scratched the surface. Labor relations is a comparatively new field, a highly specialized field of human relations. No four-lane concrete super-highway has yet been constructed in this jungle land. In the next few years our economic prosperity may well depend on what happens in labor relations, not in negotiations between top executives and labor leaders but

between first-line supervision and workers. The major problems of labor relations lie right there, at the very roots of industrial organization. As Mr. Sloan, Chairman of the Board of General Motors, said in August, 1944, "I believe all can do a better job if better informed." He was speaking of personnel relations, and the job of the foreman is primarily a personnel job. Without adequate training in labor relations, a foreman can do more harm than good, no matter how much he may know about machines and production. This subject produced an interesting question-and-answer period on what the well-trained foreman should know and what were the main objectives of his job.

"Psychological and Aptitude Testing" was the subject of an address by Dr. Charles D. Flory, which subject had only a limited appeal, inasmuch as not many plants have adopted this method of measuring employes. Skepticism concerning its value and effectiveness was quite evident. However, as a supplementary means of placement, some progressive, forward-looking industries are finding psychological and aptitude testing extremely useful. It takes a good speaker with a flare for showmanship to present this subject effectively. Under the right conditions it can provoke a rapid-fire exchange of ideas.

The final meeting was devoted to the election of officers and to entertainment.

## Method of Handling Meetings

A complete year's program should be set up in advance and sent to all members so that they can plan to be present. Arrangements should be made to secure good speakers, and a meeting place should be selected. It is highly desirable to hold all meetings at the same place as a stabilizing factor. Each month's program should be headed by a title that not only explains clearly the subject to be discussed but also stimulates and arouses curiosity by its phrasing as indicated in the sample program hereafter. A different chairman or toastmaster should take charge of each program, partly to lighten the burden for any one individual but also to divide the responsibility and get as many members into active participation as possible.

A week or ten days before each meeting a printed program for that particular session should be sent to each member. A biographical sketch of the speaker or speakers should be included together with a brief explanation of the importance and timeliness of the subject. A day or two before the meeting, an announcement should be sent to various newspapers in the area, and one or two papers might be asked to "cover" the session if the subject is of sufficiently popular interest to warrant it.

Such a program should not only be highly successful but actually *was* a tremendous success, since this method and outline are essentially a reproduction in sketchy form of what was done by the Hartford County Industrial Relations Society during 1946–47.

This survey was conducted in order to find out how many of the 1,960,733 employees of a group of companies were covered by typical benefit programs. The survey was made by an organization specially equipped for this kind of study.

# A Survey of Employee Benefit Plans

By Carl W. Strow,
Research Council for Economic Security

The desire for security is one of the chief drives in the behavior of the modern worker. The growth of the wage system and urban ways of living have accentuated feelings of insecurity. Individual thrift and saving, investment and property, together with some forms of insurance, have been the traditional resources for economic protection in the United States. However, these methods are not considered adequate today.

The chief threats to economic security arise from such crises as old age and retirement, unemployment, death of the breadwinner, accident, sickness and disability. They may occasion such financial losses and catastrophic expenditures as to endanger the self-support of the individual and the family. The principal organized and institutional protection against these economic hazards at the present time are along two lines: (1) government programs, largely in the form of social insurance, and (2) employee benefit plans, organized among the employees of industrial, commercial and other establishments.

This paper concerns itself with only the second line of attack, i.e. voluntary programs. As an institution, the employee benefit plan has a history of more than a century in this country. It has been used by both employers and workers. The period of the last fifteen years has seen a tremendous growth of employee benefit plans. Our recent surveys indicate that about 60 percent of present programs have been established since 1940 and about 75 percent since 1935.

## Surveys in Six Metropolitan Areas

Because of the recent growth of employee benefit plans the Research Council for Economic Security of Chicago in 1948 undertook surveys of the prevalence and coverage of employee benefit plans in the major metropolitan areas of the United States. Data were obtained by mailing questionnaires to samples of firms in the six

areas of Chicago, St. Louis, St. Paul-Minneapolis, Pittsburgh, Cleveland, and Detroit. Employers were asked to report the existence of any of the following programs: life insurance, retirement systems, prepaid hospitalization, prepaid surgical benefits, prepaid medical care (beyond hospitalization and surgery), organized cash sickness benefits, and paid sick leave. The samples were made by taking all known firms employing 100 or more plus a representative number of small firms selected by chance. The combined samples of the six cities totaled 10,248 firms, of which 3,965, or 38.7 percent, returned completed questionnaires. Employees of the responding firms numbered 1,960,773. So far as numbers of employees are concerned, the samples were fairly representative of the labor force but there was some bias with respect to responding employers since those with plans were more prone to reply.

## Employee Benefit Plans

The coverage of employees was found to vary a great deal among the various types of benefit plans. The following table gives the total number covered in all six areas, together with the percentages of the 1,960,773 employees in the responding firms covered by each kind of plan.

| TYPE OF PLAN | NUMBER COVERED | PERCENTAGE COVERED |
|---|---|---|
| Life insurance | 1,498,008 | 76.4 |
| Pension—retirement | 781,310 | 39.8 |
| Prepaid hospitalization | 1,406,624 | 71.7 |
| Prepaid surgery | 949,874 | 48.4 |
| Prepaid medical care | 128,884 | 6.6 |
| Organized cash sickness | 1,101,223 | 56.2 |
| Paid sick leave | 431,623 | 22.0 |
| All disability compensation | 1,219,975 | 62.2 |

Live insurance plans—almost entirely consisting of group plans—have the highest coverage, with prepaid hospitalization next. Prepaid surgical programs show considerable development although not as extensive as prepaid hospitalization. Pension-retirement systems do not have a high coverage, largely because of dependence in this field upon Federal Old Age and Survivors Insurance. The lowest coverage is found in the case of prepaid medical care, due to its recent development and the question of whether to include it with industrial group plans. Paid sick leave and organized cash sickness programs protect against the same hazard, non-occupational disability, and are generally used as complementary or alternative plans. This survey sought to eliminate duplication in counting coverage between these two and accordingly counted those employees having definite protection under one or the other of the two plans. The results are given on the bottom line of the table under the title of "All Disability Compensation."

The larger firms with 500 or more employees are twice as likely to have employee benefit plans as those with less than 100. The finance, transportation, and manufacturing industries show the highest percentages of coverage among all industry

groups. Salaried employees are covered to a greater extent than wage-earners, the largest differences being in pension-retirement plans and in paid sick leave. The firm bears more of the cost of benefits under life insurance, pension-retirement, prepaid medical care, organized cash sickness plans, and paid sick leave while the employee bears more under prepaid hospitalization and surgical benefits.

It should be pointed out that the percentages of coverage given in the table are for only the firms replying in this survey. If estimates of coverage for the total employment in these six metropolitan areas are desired, discounts should be made from the figures given in the table to allow for bias. A reduction of around 20 to 25 percent would seem reasonable. The results from these surveys are for the midwest region of the United States. The coverage of workers under some of the employee benefit plans would be higher in the eastern and Pacific coast states.

This investigation shows employee benefit plans to have reached such stature as to be designated a major movement in the industrial and economic world. Their future status and roles should be considered from both the standpoint of industrial relations and of national policy. Considerable study along this line is being made by business executives, carriers of the plans, personnel directors, and students of industrial relations. Already, many problems have appeared. A few of these will be given in the ensuing section.

## Problems

*The future of employee benefit plans.* It is possible that these plans may become so common as to provide adequate protection against those economic hazards not now covered by social insurance. This could be accomplished by the establishment of new plans and by increased enrollment under those now in existence. If governmental social security is extended into all fields, voluntary plans will become largely supplementary.

*The inclusion of employees of small firms.* Many small establishments feel no need for a program. There are also many obstacles to the formation of group plans where there is only a handful of employees.

*The arrangement of fair and workable terms in the plan.* These problems concern the amount and nature of the benefit, conditions of eligibility, type of carrier, control of administration and the like.

*Coordination with wholesome mobility of labor.* Some plans tend to tie the worker to his present employment. If the employee changes jobs, which may be to his advantage, he may lose potential benefits or not be immediately eligible at his new place of employment.

*Placing the financial cost of the program.* Under present plans, there are varied practices. Whether the employer or employee should bear the cost may depend upon the type of benefit. It may be easy to settle upon the immediate payer but it is a more difficult problem to determine the sharing of the cost.

*Relation to collective bargaining.* Is it to the best interest of all concerned to settle

upon the scope, and especially the financing, of employee benefit plans through labor-management bargaining? Often the benefits are considered as a variety of wages or conditions of work. However, if they become subject to the changing fortunes of collective bargaining, the levels of benefits as well as the existence of the plans will depend upon the ups and downs in the bargaining strength of either labor or management.

*The scale of benefits sufficient to provide adequate economic security.* Each type of employee benefit plan must be examined by itself in settling this problem. Some of the strongest conflict will arise around this issue.

*The effects of employee benefit plans upon industrial morale and productivity.* A common claim is that the protection assured to the worker will so reduce his fear of insecurity as to make him more satisfied and more productive. How far this may be true has not been determined. There is opportunity for careful measurement to throw light upon this problem.

*The relation of the structure of employee benefit plans to competitive market conditions.* The problem is one of whether the cost of benefits may run up against competitive conditions faced by individual firms. The most difficult problem is the fate of employee benefit plans among marginal firms.

*The structure of benefits and the economic organization.* How much of the national product can be given to benefits of this character? A high level of benefits may increase purchasing power of workers and call for consumption goods. This may divert from saving and investment. The problem is how to settle upon a proper quantitative relation of benefits to production.

Excessive turnover is expensive and disturbing to an organization. The author describes here the correct way to calculate turnover and gives practical suggestions about reducing it.

# Reducing Labor Turnover

By Joseph F. Waters,
The Personnel Institute

Turnover of personnel is serious and costly but surprisingly enough, a great many business firms have not given it the study and consideration it deserves. We propose to offer here a method of attack on the problem. One firm estimates that it costs them some $300 to hire a new employee and get him to a point of satisfactory productivity, on an ordinary machine operation job in their plant. When you take into account all of the factors that enter into the situation, this figure seems reasonable.

Consider the time and money spent recruiting applicants for the job. Then consider the amount of your valuable time it takes to screen and interview these applicants and select one for the job. Perhaps you maintain an expensive personnel department for this purpose. Then, even for relatively routine jobs, training costs run high and the new employee is not very productive for the first several weeks on on the job. Finally, a portion of the time of your entire supervisory system is devoted to the new employee, and part of the overhead of the company should be allocated to the space, tools, and facilities he uses. The mere act of entering his name in various company records takes a good deal of somebody's time; and time is money in modern business. Add the new employee's salary to all of this, and the result will surprise you.

A careful study of turnover would seem to be desirable in order to find the WHAT, the HOW, and the WHY of it. WHAT is the amount of our turnover; HOW (in what departments and classifications of personnel) is it happening; and WHY is it happening? If we can find answers to those questions, we can devise the necessary means of controlling and reducing turnover.

## What Is Your Turnover?

The calculation of turnover may seem a simple matter. Merely divide the number of replacements during a given period of time, by the total number of personnel on the payroll, and there you are. But what is a replacement? Is it a person who is hired

or a person who is let go? In periods of company expansion, more people will be hired than let go; and in periods of company contraction, more people will be let go than are hired. So which number should you use; the number of new employees or the number of terminations? Also, the total number of people on the payroll varies from time to time; what figure should you use for that? How about part-time help? Should their comings and goings be classified as turnover? You see, the matter is more involved than appears on the surface.

The following method of calculating turnover is workable and practical. We recommend that you adapt it to your needs and set up a definite schedule of monthly or quarterly reports of the turnover in your organization. The net turnover rate is defined as the number of replacements per 100 workers in the average working force, and the basic formula is:

$$T = \frac{R}{F} \tag{1}$$

where T = net turnover rate, expressed as per cent
F = average working force
R = number of replacements

The average working force, F in the above formula, is found by the following formula:

$$F = \frac{F_1 + F_2}{2} \tag{2}$$

where F = average working force
$F_1$ = number on the payroll at the beginning of the period
$F_2$ = number on the payroll at the end of the period

Thus if you are calculating the average working force for the month of July, add the number of people on the payroll on June 30 to the number of people on the payroll on July 31, and divide by two. In periods of company expansion R will be the number of separations. In times of company contraction R will be the number hired. In all cases, R is the smaller of the two figures.

This definition of the net turnover rate avoids the difficulties involved in an attempt to compute turnover on the basis of hires or separations alone. You can apply it to any department in your organization separately, or to the entire organization. It can be used as an index of personnel unrest or dissatisfaction. If we leave out of the formula those people who have left for unavoidable reasons (death, disability, child birth, retirement, etc.) we can derive a figure which will locate the company's "hot spots"; those jobs or departments where turnover is high due to correctable factors, such as mismanagement or other poor personnel conditions. This formula is as follows:

$$T_u = \frac{R - U}{F} \tag{3}$$

Where $T_u$ = turnover due to personnel unrest
$U$ = number of unavoidable separations

## Using the Formula

Thus, you see that you can change or limit the basic turnover formula to suit your particular purposes. If you want a figure which expresses the amount of turnover that is due to hiring incompetent personnel, merely put into the numerator of the formula the number of people who were discharged for reasons of incompetence. And so on. The possible variations of the formula are practically endless. If your organization employs a relatively large number of part-time employees, it will probably be desirable to compute their turnover rates separately. The fact that they come and go when the situations call for it, may give a false impression of the total turnover situation.

Fig. I. *Report of Turnover*

Date of this report............................
For month of..................................
Department....................................
Department Head..............................

1. Number of personnel on payroll this month.
   A. At end of last month ........................................ ———— $F_1$
   B. At end of this month ........................................ ———— $F_2$
   C. Average for this month ...................................... ———— $F$
2. Number of separations this month.
   a. Unavoidable quits (died, retired, etc.) ........................ ———— $U$
   b. All other quits ............................................. ———— $Q$
   c. Laid off .................................................... ———— $L$
   d. Interdepartmental transfers .................................. ———— $I_s$
   e. Discharged .................................................. ———— $D$
   f. Total number of separations .................................. ———— $S$
3. Number of Additions to work force
   a. New hires ................................................... ———— $H$
   b. Rehire of previous employees ................................. ———— $P$
   c. Interdepartmental transfers .................................. ———— $I_a$
   d. Total number of accessions ................................... ———— $A$

There are two varieties of part-time help: a group of "regulars" who are on call to work when necessary; and a group of "irregulars" who are put to work during a rush period, are laid off when it is over, and are never re-employed. This first group might logically be treated as regular personnel with erratic hours or days of work, their comings and goings not being regarded as accessions or separations. Nevertheless, their turnover rate is bound to be greater than that of regular personnel, and there will be many cases when it is desirable to compute their turnover rate separately from the overall turnover rate. For instance, if you wish to compare your turnover rate with that of another company which employes considerably fewer

part-time personnel than you do, do not include part-time personnel in your calculation.

It is apparent that, in using the above formulas, you have to have an abundance of accurate information. In order to accumulate such information, it will be necessary to devise a turnover report form, which contains all of the information you need. If your organization is a large one, each department head should be required to fill out such a form monthly, unless you have a personnel department which takes care of such matters. A sample turnover report form is shown in Fig. I. The foregoing procedure will give you an accurate picture of the WHAT and the HOW of your turnover problem; it will show you how much turnover you have, and in what departments it occurs. With a monthly report of turnover being prepared by each department, you will know quite definitely what the situation is, in less than a year's time. You will also know how much money turnover is costing your firm.

## What Causes Turnover

Now let us look into the WHY of the situation, in order that we may take the necessary steps to correct it. Why are people quitting; why are they being discharged? What are the underlying reasons for your turnover? The regular use of "exit interviews" will answer these questions for you. If you do not already conduct exit interviews with all terminated personnel, by all means begin to do it. It is through the exit interview that you get at the WHY of turnover. An exit interview is merely an interview with the terminated employee. To be effective, it should be conducted by an executive of the firm; the general manager, or the personnel manager. Its primary purpose is to establish clearly the reason for the termination of the employee. Its secondary purpose is to promote personnel relations and public relations.

Exit interviews should be held even with discharged employees. These people have their side of the story to tell, and can often point out significant facts about your firm and its policies that may have escaped your notice. Furthermore, they and their friends may be potential purchasers of your company's products or their friends may be potential good employees for you. In any case, you want them to say good things rather than bad things about your organization after they have left. In the exit interview, then, your job is to sell the departing employee as thoroughly as possible on the company, its policies, and its products. If the terminated employee feels that he has been fairly treated and is given a good chance to tell his side of the story to an executive of the company, he is bound to become a walking advertisement for your firm. Needless to say, the exit interview must be skillfully handled.

## Exit Interviews

It is also necessary that careful records be kept of such exit interviews. Such records are accumulated day by day, and supply some of the raw material for the report of turnover previously discussed. After a period of time, a study may be made

to determine why people are leaving, to get at the nature of the difficulty. Perhaps your competitors are paying higher wages than you are; perhaps your plant facilities are below standard; perhaps company policy is at fault; and perhaps you have a certain foreman or supervisor that no one can get along with who is the cause of the turnover in that department. Or perhaps you are not careful enough in the screening and selection of new personnel. Once the problem has been clearly defined you can begin to take the necessary remedial steps. Fig. II shows a sample exit interview record form. The first half of this Exit Interview report form should be filled out before the interview is held. It can be filled out by the employee's immediate supervisor, or the employee's personnel records may yield most of the necessary information. In any case, be sure to get the company's side of the story before you conduct this interview.

FIG. II. *Exit interview*

Employee's name.............................. Date hired........ Present date......
Position................ Dep't................ Supervisor................ Pay.......
Other jobs held in company..........................................................
Screening Interview results.........................................................
Aptitude Test Scores................................................................
Performance rating..................................................................
Reason for leaving, as stated by employee's immediate superior......................
....................................................................................
....................................................................................
....................................................................................
Reason for leaving, as stated by employee...........................................
....................................................................................
....................................................................................
Does he have a new job?........ Where?..............................................
Advantages of new job...............................................................
Would he work here again?........ Same job?........ Same dep't......... Same Supt.....
Would he advise his friends to work here?........ Why not?...........................
Would you rehire him?........ Why not?...............................................
What suggestions or criticisms can he make on working conditions, salary scales, company policies, employee facilities, supervision, training, promotion policy, etc................
....................................................................................
....................................................................................
....................................................................................

Signed..............................
Interviewer

There will be cases where it is impossible to hold an exit interview, such as the death or permanent injury of an employee, or cases where the employee leaves without notice. Even in such cases the interview form should be filled out in so far as it is possible without talking to the employee, to make your records complete. If too many people are leaving your employment because of illness, perhaps you need to tighten up your physical requirements for the job, or perhaps the working conditions

need correction. In consolidating your findings you may wish to carry this analysis a step further, particularly if you have a large organization with many departments or branches. In that case each department head or branch manager should fill out a monthly report of separations like the one shown in Fig. III. You can readily see the

Fig. III

Month of. . . ., 19. . *Analysis of Employee Separations* Branch or Dep't. . . . .

| DATE OF LEAVING | DATE HIRED | NAME | JOB | REASON FOR TERMINATION | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Company Reasons | | | | | | | | Employee Reason | | | | | | | | | Outside conditions | | | | | | | | | |
| | | | | Incompetent | Undisciplined | Unindustrious | Laid off | Transferred | Other | | | Wages | Hours | Work conditions | Company policies | Disinterest | Better job | Unfair treatment | Other | | Housing | Transportation | Moved | Married | Pregnant | Ill, injured | Retired | Deceased | Other | Reason Unknown |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Comments. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .

Signed . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .

wealth of information the above precedure will put into your hands. Through this procedure you can put your finger on bad morale conditions, on poor selection, and on improper training and supervision. Once you know what is wrong you can solve the situation, or call in outside specialized help to solve the situation for you. There is no excuse for a high turnover rate if you take the time and trouble to learn the WHAT, HOW, and WHY of your turnover. The success of your business depends upon the quality of your personnel, and you cannot have high quality personnel if you have a high turnover rate.

Editor's Note: This excellent article gives the most practical method for calculating labor turnover, as well as some good suggestions for reducing turnover. The Editor would like to see another article on the *measurement* of factors associated with turnover. For example; one company with a large number of salaried routine workers compared the turnover in two groups of young women. The "turnover" group was 61 young women clerks who had remained with the company less than six months. The "control" group was 49 women clerks who had been employed during

the same period and who remained more than one year. They were compared on a number of qualities such as scores on intelligence, clerical aptitude and personality tests, whether married or single, number of months of residence in the city, and other things. The percentages of these qualities were calculated in both groups and compared to see if they were "significantly different". It was found that test scores did not differ in the two groups but that there were proportionately many more married women in the turnover group than in the control group. Short residence in the city was also found more frequently in the former than in the latter. This meant that single women should be hired in preference to married ones and that long residence in the city was to be preferred. Of course it was necessary to be sure that the differences between the two groups had not occurred by chance. This was done by the "chi square test" which is described in books of probability statistics.

# About the Authors

*Dr. Jay L. Otis* directs the Personnel Research Institute, affiliated with Western Reserve University of Cleveland, where he is also Professor of Psychology. He devotes much of his time to consulting work in industry. He holds degrees from the University of Pennsylvania.

*William C. Treuhaft* is President of Tremco Manufacturing Company and is distinguished for his success in dealing with the employees of his company as well as in the general management of the business.

*Richard F. Dean* is a former banker who is now teaching personnel management at Cornell University, from which he holds a degree.

*Dr. Carl W. Strow* is economist for the Research Council for Economic Security, a non-profit organization. He formerly taught college economics and holds degrees from Indiana and Chicago Universities.

*Joseph F. Waters* is manager of the Los Angeles office of his present employer for whom he was formerly Research Director. He holds degrees in psychology and measurement from Iowa University and is the author of a number of clerical tests.

*Dr. John W. Hancock* is Assistant Professor of Psychology and is Clinical Counselor at the University of Illinois branch at Galesburg. He is also instructor and conference leader for courses in human relations in various industry groups. He holds degrees from Purdue and the State University of Iowa.

# Editorial Comments

## Unselfish Industrial Counseling is Profitable

Industrial personnel work of the future will emphasize the clinical method in dealing with the personal adjustment of each worker. As industrial personnel work emerges from its adolescence a long-range view of occupational and personal adjustment must be taken. No longer will the aim be merely to bring about personal adjustment to a given job in a specific plant; but, through testing, diagnosis, and counseling, the poorly adjusted worker will be helped to seek the kind of a job for which he is best fitted, even though it may be in some plant other than the one providing the counseling. To the extent that such a policy is in wide-spread use, industry will benefit through reduced future turnover, improved morale, and the greater satisfaction that the worker finds in his job. The present practice of testing applicants or employees for job placement or potential advancement is somewhat selfish. Usually the results of testing are not talked over with the applicant or employee. He will profit greatly from a knowledge of test results if properly given to him. Tests results may indicate that the worker would be better adjusted to a type of job not available to him in the plant where he is employed, or to which he is applying.

This kind of testing and counseling will require the training of many capable counselors in addition to the development and refinement of measuring instruments. It is not a project of immediate accomplishment, but one which must parallel the growth of counseling and guidance outside of industry. Industrialists have recognized the benefits of pre-employment testing, testing to pick potential supervisors, counseling to settle a budding grievance, counseling to help solve personal or financial problems. At present a misfit is terminated with a sigh of relief. He is again cast on the labor market with no better idea of how to make his adjustments than before. He is going through a process of blindly seeking job satisfaction and personal adjustment. To the extent that he gets sound counseling at each place of employment, he will reach that adjustment sooner than by the trial-and-error, stumbling manner of his present seeking. This is an obligation that all industry owes to itself, in addition to the vast amount of worker unrest it would dissipate and the great number of better adjusted workers it would put on the market.

Managers in industry will ask, "Why adjust a worker for another plant? Doesn't company X teach their workers anything? Why do we always have to get people like this?" They will say, "Good counselors and an adequate testing service cost too much money. We can't afford them." Just as managers have accepted the idea of decreased unit costs and increased production through better methods, machines and employee selection, so they are seeking ways of improving morale, reducing turnover, making strikes less frequent, lessening absenteeism, reducing personal frictions, and building company loyalty. A satisfied worker is a productive worker. A more satisfied worker and reduced industrial turmoil will result from adequate counseling,

improved methods of job placement, and the solution of personality problems. It will not be brought about tomorrow or next year. It is a social problem of long-term importance that must be whittled at little by little over a period of years by all far-sighted employers.

John W. Hancock
University of Illinois.

# Personnel Research

*The Quantification of an Industrial Employee Survey*. By Frank J. Harris, Purdue University. *Journal of Applied Psychology*, April, 1949, 33, 103–111.

Too many morale or attitude surveys are used and conclusions drawn from them with no regard to the true significance of the findings. Differences in data can be analyzed to see if they could be accounted for merely by chance, or whether some other factor is the cause. This paper describes a method of treating such data in order to identify those differences that could not have occurred merely by chance. For example, the morale scores in the company referred to in the article were, for married men 27.66 for 178 men; for single men 25.39 for 75 men; for single women 26.35 for 57 women. Can these differences have occurred merely by chance, or must there have been some definite cause? Using Fisher's statistic the author found a value for the difference in mean scores of married men as compared with single men of 2.56, which could have occurred by chance less than one time in a hundred. In other words, there was certainly some definite cause. The t value for the difference between single men and single women is .94 and could have occurred at least one time in three by chance alone. Personnel and Industrial Relations workers will do well to make use of statistical methods in evaluating the results of morale surveys in order to be able to tell just how significant the data is.

*A Short Test of Mental Ability*. By Jay L. Otis and David J. Chesler, Personnel Research Institute, Western Reserve University. *Journal of Applied Psychology*, April, 1949, 33, 146–150.

A survey of 26 paper-and-pencil tests of mental ability showed that the time of administration varied from 12 to 153 minutes. Only five required 16 minutes or less. In industrial and vocational guidance work there are many situations which call for a mental ability test with a short administration time. This paper describes the development of such a test, of which several forms are available, which can be given in 10 or in 15 minutes. The report indicates a test with satisfactory characteristics such as reliability. The test is believed to be particularly well suited to use in industry. It may be purchased from the Western Reserve University Press, Cleveland.

*Journal of Applied Psychology*. Bi-monthly, $6 a year; single copies $1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# The Editor Chats With His Readers

### How To Get Along With the Union

A recent newspaper story described the successful idea of Frank Darling, head of local 1031 in Chicago of the American Federation of Labor's Electrical Brotherhood. Darling gets record breaking turn-outs to Union meetings by following each session with an elaborate stage show. The Union sends a radio set to any member who is hospitalized. When food prices went out of sight last year, Darling had the Union buy $70,000 worth of groceries over a period of several months. A competent store manager was hired and food was sold at cost to members. When prices went off again the store was liquidated. At Easter time the Union ran a 30-day clothing sale. When Darling heard that accidents were taking many Union members off the job he had a safety film produced with consequent 90 per cent reduction in accidents. Above all the Union is proud of its relations with its employers. Darling claims that this is largely due to the policy of the Union. He says "the Boss is entitled to an honest day's work in return for an honest day's pay. We firmly believe that the possession of a union card is not a substitute for doing a day's work. We not only believe that but we practice it."

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### A Successful Voluntary F. E. P. C.

The Cleveland Chamber of Commerce has sponsored an important move in the City of Cleveland known as the Voluntary Fair Employment Program. This program came about as a result of agitation for the enactment of a Fair Employment Practices Act. In recommending this plan to Cleveland Employers the Board of Directors of the Cleveland Chamber of Commerce issued the following outline of principles to be followed:

> The employer accepts his responsibility as a part of the Community to assist in the improvement of economic opportunity for all. Accordingly he will adopt the following procedures to improve employment opportunities:
>
> 1. Take steps to instruct supervisors and employees in their obligation to work harmoniously with all groups of people.
> 2. Declare that people with equal training and experience and other qualifications shall have equal opportunity for employment.
> 3. As the needs arise, to permit any qualified persons to be employed in or advanced to the economically more desirable positions.
> 4. Participate as far as practicable in educational activities which will impress upon all groups the importance of making this program successful.

# Across The Editor's Desk

A NEW sound Motion Picture has just been produced for the American Telephone and Telegraph Company, "The Truth About Angela Jones." The purpose of the film is to show the employees of the Company the satisfactions that can be derived from doing their jobs well. The film was planned for employees in the Accounting Department but will also be shown to employees of other departments. It is the third of a series of films on employee attitudes prepared for A.T.&T. by Pathescope Company of 580—5th Avenue, New York. The other two were "An Orchid For Peggy" and "The Big Day."

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The "Labor Report" of Prentice-Hall reports that a recent union contract contains a clause stating that whenever the Company feels that items in the Union newspaper have a bad effect on employee-company relations the Company may take the matter up as a grievance.

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Two new publications issued by the Industrial Relations Center of the University of Minnesota are, "Ten Years of the Minnesota Labor Relations Act" and "Jobs For All." The former is a detailed study of the values and weaknesses of the Minnesota Labor Relations Act. It is a well-printed book of 32 pages written by Jack W. Stiever. "Jobs For All" is a 29 page printed booklet which examines two points of view as to how a high level of employment in the United States may be obtained and kept. One point of view is that Federal controls for expenditures are necessary to create jobs when unemployment exists. The other view deals with methods of correcting the problem in the localities where it exists rather than on a national basis. Most of the discussion is in the first person in the words of an unemployed man talking with an inquiring young Professor who is studying the problem. Each of these booklets is available at $1.00 from the Industrial Relations Center, University of Minnesota, Minneapolis.

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The Social Science Research Council announces the summer publication of "Experiments on Mass Communication." The report is written by psychologists and others who were attached to the Information and Education Division of the War Department during World War II. It is an analysis of the effect on the soldier of army education and indoctrination films. The primary purpose of these studies is to provide practical answers to the War Department's question as to the relative effectiveness of different means of influencing the attitude of the soldier. This and other announcements are contained in the June 1949 issue of "Items," a publication of the Social Science Research Council, 230 Park Avenue, New York 17.

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An exceptionally valuable report has come from the Industrial Relations Center of the University of Chicago under the title "Workshop Report on Performance Review." Most of the material is presented by psychologists having experience in

the Army during the last War and from Industry. Particular attention is given to the problems of measurement including validity and reliability or ratings. One of the papers is by Messrs. Adriance and Wisley of Eli Lilly & Company, Indianapolis under the title "The Operation of the Field Review Method of Performance Review." This is a comment on the Field Review Method developed by Guy W. Wadsworth, Jr., Vice President of the Southern California Gas Company and which appeared in Personnel Journal as a six-part paper during the year 1948. The "Workshop" report is mimeographed and consists of about 60 pages and is issued by the Industrial Relations Center of the University of Chicago.

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The Research and Compensation Division of Esso Standard Oil Company, 15 W. 51st Street, New York 19 has just issued a report called "Communication in Industry." This report with a preface by R. W. Peters of the Company is a 134 page mimeographed volume discussing principles and procedures in employee communication. The information represents a survey covering 40 Companies in different industries and areas and quoting published material from many sources including Personnel Journal.

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The Agricultural and Mechanical College of Texas, College Station, Texas, held an unusual Conference in March of this year called "The Second Annual Management Engineering Conference." This two day Conference was devoted entirely to problems of Job Evaluation and Merit Rating. The speakers on these topics were from industry and various colleges. It is a 100-page mimeographed volume and contains some excellent papers on these two topics. A companion report from the same source is Research Report No. 5 "A Study of Management Engineering Practices in Texas." This, too, was devoted to Job Evaluation and to Time Study and Incentive Systems. The report was prepared by Messrs. Downword, Johnson and Andrews. It is primarily a study of the prevalence of these three practices in different plants. In the case of Job Evaluation it answers such questions as "which group of employees does your system cover?; when was your system established?; by whom established?; what steps should you take to introduce your system?; does the Union, if any, participate directly in the operation of your system?; and many others. Two hundred fifteen companies supplied information for this report all of which were located in the State of Texas.

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"Employee Harmony in Action" is the title of a 22 page printed booklet issued by Prentice-Hall Inc. of 70—5th Avenue, New York. It gives a series of case histories in successful labor relations and covers details of seven different contracts.

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The National Industrial Conference Board of 247 Park Avenue, New York 17, has recently issued "The Social Security Almanac." This is the final volume of a series

called "Studies in Individual and Collective Security" which the Board has published over the past three years. The price is $4.00 and the book is printed with 112 pages 5½ by 11 inches. A sub-title indicates some of the contents of the book, "A Handbook of Facts about Voluntary and Compulsory Provision for Social Security in the United States and other Countries."

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The Civil Service Assembly Newsletter reports the recent formation of the San Francisco Bay Area Public Personnel Association, which is intended to provide a means for the exchange of ideas and experiences of personnel workers in the Government Agencies although it is open to anyone interested in public personnel work. The President is Harry Albert, Assistant Personnel Director, City and County of San Francisco Civil Service Commission.

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Princeton University has issued another of the leaflets "Selected References." This one deals with "Current Legislative Proposals To Amend the Social Security Act." It is available from the Industrial Relations Section of Princeton University, Princeton, New Jersey, at 15¢ and it lists 24 publications with a brief abstract of each one.

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The latest issues of the "Commentator" issued by the Employee Relations Department of General Electric Company are called respectively "Where the Money Goes," "Jobs Depend on Faith," "What About Job Security?," and "What is A Speed-up? and What is Just an Honest Day's Work?." These are brief stories in employment economics.

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The "Personnel Service Newsletter" issued by the American National Red Cross, Washington, D. C. contains a 14-item list under the heading "Efficiency in Work Habits." Question one is "do you know what your job is?" And question 14 is "do you remember that the success of all work depends on your ability to work with people?"

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"Industrial Training Abstracts" has been issued in a new form by Wayne University Press. This volume for Spring 1949 contains 73 references to articles on training, many of which have appeared in Personnel Journal.

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Labor Law has now become so complex that it must be considered at every turn. "Labor Law Problems and Pitfalls" is the title of a 32 page printed booklet issued by the Commerce Clearing House Inc., The Empire State Building, New York 1, N. Y. It deals with the problems that arise both for the union and for the employer from the time when organizing first begins.

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The First Annual Conference of the Council of Profit Sharing Industries was held in Chicago in November 1948. The proceedings of this Conference have just come to

hand, a 124 page printed volume which contains all of the addresses given at the two-day Conference. Copies are available at $1.50 from the Council of Profit Sharing Industries, First National Tower, Akron 8, Ohio. The Council issues a monthly Newsletter available upon request.

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The Institute of Labor and Industrial Relations at the University of Illinois conferred its first Masters Degrees in Labor and Industrial Relations at the Spring Commencement Exercises in June. There were four students who received the degree.

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The Sales Department of the Procter and Gamble Company, Cincinnati, Ohio has issued a 35 page pocket-size booklet called "Opportunities for a Career." This contains a description of the products and methods of selling and also includes a description of the Personnel Research Department which assists the sales organization in matters of selection and training, sales methods and equipment. The booklet is intended for prospective sales applicants. An application blank is clipped to the back cover for convenience.

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"Quotes Ending" for April was devoted to the topic "The Employee Publication in a Buyer's Market." It was pointed that American business had shifted from a Seller's Market to a Buyer's Market. It tells a story of one of the five clinics held at the April Conference of the Brand Names Foundation Inc. which was devoted to Brand Names employee education. It showed ways in which information on Brand Products can be placed before employees through the employee publication to help develop brand and product loyalty among the people who make the products.

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"Helping Students Find Employment" is the title of a 37 page booklet, one of the American Council of Education studies published by the Council at 744 Jackson Place, Washington 6, D. C. It deals primarily with college placement work and was prepared by a Committee under the chairmanship of Forrest H. Kirkpatrick.

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Another employee magazine is "Builder's Family" edited by Lewers & Cooke of Honolulu, a lumber Company. The April 1949 issue reproduced an article which appeared in Personnel Journal and which has been one of the most popular and most frequently quoted of any which appeared in years. It was called "Office Manners—The Gals Talk Back" and was written by Esther R. Becker of The Forstmann Woolen Company.

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An unusual brochure has just been issued by International Business Machines Corporation, 590 Madison Avenue, New York 22. It is called "Opportunities in IBM" and deals with a career with International Business Machines Corporation. It is profusely illustrated with pictures of Company products and scenes in the Company workshop and training schools. It was prepared for the Company by Dwayne Norton, Director of Education of the Company.

# Book Reviews

LOCAL LABOR MARKET RESEARCH. By Dale Yoder and Donald G. Peterson, et al. University of Minnesota Press, 1948. 226 pp.

This book is a fascinating study of the characteristics of a local labor market. In 1939 the officials of St. Paul, Minnesota, had a curious problem on their hands. Although employment levels were rising, relief expenditures were also on the increase. St. Paul officials asked the University of Minnesota's Employment Stabilization Research Institute to determine the causes of this paradox. The investigation which was carried out under the able and vigorous direction of Dale Yoder and Donald G. Paterson is a landmark in labor market research. This volume summarizes the results of the survey.

The investigation discovered answers to the curious contradiction of rising relief costs in the face of higher levels of employment. More important, however, was the new information gained on the method of making a labor market survey. It became obvious that the talents of specialists in many separate disciplines could be pooled effectively in such a study. The services of statisticians, economists, vocational guidance counsellors, sociologists, psychologists and social workers were all used. Many separate studies were made. One was on the general characteristics of the St. Paul labor maket; the population and vital statistics, the extent of education, wage rates, general economic activity, and amounts of employment and unemployment. Studies were also made of the hiring policies of employers, relief administration, frictions in the labor market, and the validity and use of sampling surveys. An important finding of the study was that low education, the lack of specific skills, and poor mental and physical health result in higher relief costs to the community. It was also found that vocational guidance bureaus were not fully effective in aiding the unemployed in finding jobs.

One of the major problems of our age is the maximum utilization of the human resources of our society. Industry shares in the cost of this through increased taxes to pay for the higher cost of relief and unemployment. Local labor market analysis may prove to be the key to the most effective use of the talents and abilities of the nation's working force.

Any person who is interested in making his own labor market survey will find in this book a wealth of information and suggestions on procedures. It is a valuable addition to the literature in the labor field.

Nathan Belfer
Brooklyn College

PERSONNEL MANAGEMENT: PRINCIPLES, PRACTICES AND POINT OF VIEW. By Walter D. Scott, Robert C. Clothier and William R. Spriegel. McGraw-Hill Book Co., Inc., New York, 1949. 648 pp. $4.50.

This is the fourth edition of a book which many have come to regard as a

standard text in the field of manpower management. Completely revised, this new edition presents a comprehensive outline of principles and up-to-date personnel practices.

Much of the revised information is drawn from a survey conducted by the authors. This survey examines the status of personnel management in 325 leading companies which are broadly representative of American industry in the number of workers employed (from 75 to 500,000); geographic distribution (28 states and the District of Columbia); and types of business activity (50 classifications). Appendix A reports the results of the survey in considerable detail. It further presents an interesting summary, in graphic form, of trends in personnel management over a 17-year period (1930–1947), by comparison of the results of surveys conducted in 1930, 1940 and 1947. Six major areas are investigated in these surveys; (1) Employment and Induction Practices; (2) Employee Health, Safety and Maintenance; (3) Payment of Direct Labor; (4) Security and Employee Relations; (5) Training and Development of Workers; and (6) Research and Control.

Two new chapters have been added; Chapter 28, "Communicating with Employees and the Public" and Chapter 36, "The Labor Union Movement"; and increased emphasis has been placed on recent labor-management legislation which is discussed in Chapter 37.

A highlight of the book is the description of psychology's contribution to personnel management, not only in initial selection, transfer and promotion of employees, but also in the areas of training, morale, measurement, worker development and increased productive efficiency.

Although this volume is organized primarily for college and university use, there is much of value for the practicing personnel manager who would still identify himself as a student of personnel management. A theme running through the book is that more and more the personal differences between individuals are vital factors in industrial efficiency and worker production. Individuals have different abilities, interests, attitudes, knowledge and habits. Because of these differences, unless a proper adjustment is made between the worker and his environment he cannot contribute in fullest measure to the economic well-being of society. Neither will the individual worker benefit personally in maximum degree; nor will the work itself be done as well as it can be done.

In *Personnel Management* the authors have discussed the principles underlying the creation and maintenance of wholesome relations between the worker and his work environment. They have further described certain instruments and how they can be employed by management to achieve maximum utilization of manpower. The authors' viewpoint is well balanced between theoretical principles and effective practices.

This latest edition of *Personnel Management* is a landmark in the literature of personnel management, offering a thorough and well-organized analysis and evaluation of modern personnel practices.

Boris Blai, Jr.

Work and Effort. By Thomas Arthur Ryan. New York: The Ronald Press Company, 1947. 323 pages. $4.50.

This book attempts to acquaint the readers with late and authentic research on various phases of the *psychology of production*, the sub-title of the book. This latter title would have been better than the one the author chose because of the psychological effect of words upon the reader. The title, "Work and Effort" may suggest to the lay reader a feeling of aversion. The title, "The Psychology of Production" invites the scientific curiosity of the reader to ramble freely. The book is an excellent job of summarizing known experimental results and scientific facts about the behavior of the working force. It should be read and studied by every personnel administrator, not once but several times, because too few personnel administrators have the understanding and working command of the psychological fundamentals underlying the behavior of the rank and file in the industrial plant. These fundamentals are found in this book.

The author makes this important statement in the preface; "This book provides a systematic survey of psychological investigations concerned with the productivity of men and women at work. It attempts to present an evaluated account of the knowledge that has been accumulated for many years, to give a survey of current progress in this field of investigation, and to put the reader in position to realize the need for future development in researches of this character." The author seems fully to have realized the objective stated and has not lost sight of it from beginning to end of the book.

Containing 13 chapters, the book starts with an introduction and ends with a chapter on skill and practice. Intervening chapters bear such heads as the meaning of efficiency or economy of work, measuring the cost of work, work methods and efficiency, incentives and motives, fatigue, time standards and rate setting, merit rating and psychological problems in accident control.

The author devotes a chapter to clarifying the meaning of efficiency. A study of efficiency is the central topic of the book. He has stuck to his topic throughout. He has defined efficiency the way it should be defined, namely, the ratio of input to output. The definition holds in the physical sciences and is just as appropriately applied to human behavior when we know enough about measuring all the conditions that apply to human behavior on the production line. The author warns against confusing efficiency with rate of performance and explains that if rate of performance is increased, efficiency may go up or down, or be unaffected, depending upon simultaneous changes in the cost of work.

Three chapters are devoted to measuring the cost of work and they include interesting and informative material on metabolism and muscular fatigue, fatigue in sedentary work, physiological tests of effort and fatigue in sedentary work and statistical indices of efficiency. Another chapter in the book presents pertinent information on specific factors governing efficiency and productivity such as noise, music, temperature and ventilation, lighting, hours of work, rest periods and sleep.

A chapter is devoted to work methods and efficiency. The author has attempted to omit the problems of the methods engineer and treat those problems of methods which affect the performance of the worker. Some criticisms of motion study are made and there is valuable information about the effectiveness of machines and tools. Incentives and motives come in for discussion in a chapter which includes a brief evaluation of the well-known "Hawthorne experiments." This same chapter is followed by one on time standards and rate setting. Up-to-date facts of research as they are known on nervous fatigue and boredom are brought together in another chapter.

The book is not profuse with pictures or illustrations but it is well fortified with tables and charts and with annotations where needed. The psychological factors involved in merit rating and job evaluation are presented. Not much is included on job evaluation and this omission seems justified in a book of this type. A chapter entitled psychological problems in accident control is included. Accidents are very definitely a factor in production. The final chapter treats of skill and practice and points out factors to be considered in designing a training program. It is brief but the information is well selected and practical.

The author has stuck to the idea of efficiency throughout the book. Criticisms could be made but the author has done such a good job of aiming at his target and hitting it that faults seem minor. It is typically a text-book. The author has done a very fine job in presenting an important field of industrial psychology, the psychology of production.

Lawrence G. Lindahl
The Todd Company, Inc.
Rochester, New York

## SITUATIONS WANTED

DIRECTOR OF INDUSTRIAL RELATIONS AND PERSONNEL. 12 years' experience in all phases. of Industrial, Labor, Public and Personnel relations. Experienced in farm machinery and metal trades. National reputation in employee relations. Box 60, Pers. Jour.

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PERSONNEL ADMINISTRATION AND RESEARCH. Ex-officer, college grad., age 30; effective analyst and writer with ideas and tact. Recently evolved unique supervisory appraisal system. 9 yrs. broad, sound exper. with present firm but now under restricted horizons. Seeks opportunity with responsibility and challenge in progressive Co. Box 63, Pers. Jour.

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PERSONNEL WORK. Graduates Aug. 1949, B.A. University of Richmond, Va., major Psychology, minor Economics, ex-G.I. Interviewing experience, age 22, unmarried, willing to move, salary secondary to opportunity. Box 64, Pers. Jour.

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# PERSONNEL
# Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, Edward N. Hay. Secretary, D. D. Hay

*Volume 28* *Number 4*

## *Contents for September, 1949*



Edward N. Hay, *Editor*
D. M. Drain, *Circulation Manager*

# Conference Calendar

## SEPTEMBER

13–15 Princeton, New Jersey.
*Industrial Relations Section*, Princeton University. Annual Industrial Relations Conference.

22 New York. The Waldorf-Astoria.
*National Industrial Conference Board.* Regular Conference. S. Avery Raube, 247 Park Avenue, New York 17.

26–28 New York. The Waldorf-Astoria.
*American Management Association.* Fall Personnel Conference. James. C. Rice, 330 W. 42nd St., New York 18.

## OCTOBER

13–15 Columbia, Missouri.
*University of Missouri.* Industrial Management Conference. In cooperation with Associated Industries, the Industrial Relations Club of St. Louis and the Industrial Council of Kansas City. Prof. Russell S. Bauder, Chairman.

26–28 Chicago. The Palmer House.
*National Metal Trades Association.* Annual Convention, Golden Anniversary. 122 S. Michigan Ave., Chicago 3.

## NOVEMBER

3–4 New York. Hotel Statler.
Society for the Advancement of Management. Annual Conference. Lawrence Heyl, Jr., 84 William St., New York, 7.

4–6 Vancouver, British Columbia. Hotel Vancouver.
Pacific Northwest Personnel Management Association. 11th Annual Conference. M. D. Whidden, Vancouver Sun, Vancouver, B. C.

22 New York. The Waldorf-Astoria.
*National Industrial Conference Board.* Regular Conference. S. Avery Raube, 247 Park Avenue, New York 17.

Often one of the most difficult problems in training is to gain executive approval for the program. An even greater difficulty is to get the executives to accept training for themselves. An unusual program that overcame both of these difficulties is described here.

# Foreman Training Based on the Test "How Supervise"

By Clifford E. Jurgensen, Personnel Director,
Minneapolis Gas Company.

Training is generally considered necessary for manual and office workers. Men are trained when they are first hired and they are again trained when they are promoted to other jobs. This training may be formal or informal. Emphasis is placed on training in skills with training in knowledges and attitudes usually secondary. Sometimes it is completely overlooked. These training practices used with manual and office workers have had a great influence on foreman training.

When a man is promoted to a supervisory position, the promotion is often based on his ability to do the jobs which he will supervise in the future. Sometimes he is promoted because of his seniority. Because training is often limited to skills, and because the new foreman is believed to have the skills of his subordinates, he often gets no further training. It is frequently thought that ability to do a job is the same as the ability to supervise others doing that job. This is far from true. A foreman is like an athletic coach. The team plays the game. The team wins or loses. However, the coach has assumed responsibility for their playing. Even though the coach does not play in the game, he is judged by whether his team wins or loses. He gets the credit when his team wins. He gets the blame when his team loses. Through his direction and coaching of the men, the coach can be said indirectly to win or lose the game. A foreman, like a coach, wins or loses as his workers do good or poor work. A coach is not a good coach merely because he is a good player. A foreman is not a good foreman merely because he is a good worker. Different skills are needed. Development of these skills requires training.

When a worker is promoted to be a foreman he becomes a member of management. Management has been well defined as "getting things done through the efforts of other people". Management deals with planning, organization, and control. It is a matter of problem solving. It deals with developing and directing people rather

than things. These skills must be developed through training. The results of lack of such training are easily seen. Sometimes a worker refuses to accept promotion to foreman. Sometimes he asks to be demoted from foreman to his previous job as worker. Sometimes he is so unqualified that management is forced to demote him. Sometimes he remains on his foreman's job, but is so poorly qualified that he is a liability to the company rather than an asset. Often the foreman is blamed for the failure when actually it is the fault of management which has failed to provide foreman training.

Training provides opportunity to learn. Learning may be considered as change in performance as a function of practice. This, in turn, is a matter of habit formation. Too often it is believed that supervisory habits are best developed through experience. We forget that experience may result in a man being an experienced failure. The sink-or-swim method is too costly to warrant its use. Experience is necessary, but it must be guided experience.

Guided experience is often provided by letting a new foreman work closely with an experienced foreman. The experienced foreman may not be a good foreman. He can, therefore, teach the new man much that is wrong. Even if he is a good foreman, he may not be skilled in transmitting his skill to a new man. He may overlook many important points. He may train the new man in what should be done but not in why it should be done. For these reasons guided on-the-job foreman training must be supplemented by off-the-job training. Foreman meetings, conference discussions, and lectures are needed. The purpose of such off-the-job training is to improve supervisory ability by developing various skills, knowledges, and attitudes. Such training can be accomplished in many ways. An almost unlimited number of specific topics can be included.

## Three Requirements in Training

In the training which is partially reported here it was believed that effective foreman training must fulfill three requirements. First, the foremen must *need* the type of training offered. Second, they must *want* training in these areas. Third, they must *like* the training received. The fulfillment of these requirements will not guarantee good training, but the failure to meet them will guarantee poor training.

Supervisory training needs can be determined in many ways. In the cases described here it was believed that the foremen themselves probably had reasonably good knowledge of their training needs. Foremen had been meeting bi-monthly for dinner and discussion meetings. At one of these meetings they were asked to submit to the Executive Vice President or to the Personnel Director a list of the general and specific subjects which they thought should be discussed at their meetings. They were told that their suggestions could be made anonymously. One week later a reminder notice was mailed to each foreman. Replies were interpreted to be a composite of the foreman's wants and his opinion of his needs. Originally it was intended to place these suggestions in the form of a check list and to ask each fore-

man to rank the items in order of importance to him. However, this step was not necessary because of the close agreement of the foremen in their original recommendations.

## Analyzing the Foremen's Replies

Analysis of supervisors' replies threw the spotlight on three things. First, company policy needed clarification. Foremen did not understand the reasons for many of the existing policies. In some cases they did not know what the policy was. Second, foremen wanted help in improving leadership abilities with respect to understanding employees and dealing effectively with them in the broad area of human relations. Third, they felt a lack of prestige and pride. Although foremen did not specifically mention dissatisfaction with their status, there was much indirect evidence to this effect.

Various methods are being used to overcome the deficiencies brought to light. The nature of the bi-monthly foreman meetings was changed considerably. A supervisory bulletin was established to give foremen news flashes about the company and to give them other information to increase their status. Company policies are being placed in simple and readable written form. Supervisory training courses have been established.

There was an obvious need for a foreman training course which covered fundamentals. A course was needed for the many men who had recently been made foremen because of the rapid expansion of the company. A course was also needed for the many men who would become foremen in the next few years. Many of the older foremen also needed training in fundamentals. A program for both old and new foremen presents several problems which must be solved if the training is to be successful. Old foremen may resent training which covers the same material used with new foremen. Old foremen may resent lectures, but have backgrounds which make it unlikely that they will come to the "right" conclusion in a conference. Old foremen may have strong opinions, but fail to express these views in a training session.

Many actions result from imitating others, particularly from imitating superiors. What we learn in supervisory training courses may not be put into practice unless our superiors have those same actions and attitudes. This argues for starting to train at the top. Difficulty is encountered here because top management people may not realize that they may be expert in some fields without being expert in others. They may grudgingly agree to attend training sessions, but when a session is held they suddenly find that they must attend an important conference. Sometimes they must attend to an "emergency" which has suddenly developed. Top executive participation in training thus becomes theoretical rather than actual. This does not escape the attention of lower line foremen. An unfavorable attitude toward training is a common result.

## A Training Course Built Around the Test

The foreman training course discussed here was built around the test called "How Supervise?" developed by File and published by the Psychological Corporation. The test was first administered to the company president and vice presidents. They were told that use of the test was being considered for foremen training and that their opinion was wanted. They were told that an opinion on taking the test would be more valuable than an opinion based on looking over test items. They were told that lower line supervisors would have fewer misgivings if they knew that all management men above them had taken the test. They were also told that their personal answers to many of the items on policy would be considered more important by supervisors than the theoretically "right" answers supplied by the test author. The attitudes of the company officers were, for the most part, highly enthusiastic. Each filled in the test. The tests were scored, and all test items answered incorrectly were discussed with the officers. Some of these discussions were individual and others were group meetings. Care was taken that those who incorrectly answered an item were not identified to the group as a whole unless they chose to do so themselves. These discussions were correctly viewed as executive training. They are believed to have been highly effective, although several of the men did not consider them as training meetings.

"How Supervise?" was next given to major department heads. The explanation given them was essentially that given the company officers, modified as necessary. Considerable emphasis was placed on the fact that the training was intended primarily for lower ranking and new foremen, but that department heads should be thoroughly acquainted with training to be given their subordinates. Group discussion was held on all items missed by one or more of the group. This resulted in discussing most of the items.

A similar procedure was followed with lower ranking foremen. This was continued until all foremen had been covered. The test was administered and discussed in small and homogeneous groups. Each group was made up of men having about the same ability to learn, interests, job experience, job level, age, and education. Five to eight men were in each group. This number is smaller than generally recommended. This was no disadvantage. It does not appear that a larger number of men would have increased the number of viewpoints brought out. On the other hand, the small number of men increased the number of comments and extent of participation by each foreman.

In each discussion group the leader had cards containing the answers to test items given by each member of the group. Original test papers were returned to foremen. Discussion on each item was started by reading the test item. The leader commented that some foremen had given one answer and some had given another. He

then asked why they had answered the item as they did. Invariably alternative answers were brought out and discussion was lively.

### Discussing the Answers

Much disagreement resulted from differing interpretation of words or phrases contained in the test items. These foremen found that many items were ambigous. Whether this is good or bad from the viewpoint of using the test for foreman selection is irrelevant here. For the purpose of stimulating discussion among supervisors such ambiguity is a decided advantage. For example, in one item foremen were asked whether they agreed or disagreed with the statement that "Supervisors are usually criticized more than they deserve." Some interpreted the word "criticism" to refer to that from higher authority and others that from subordinates. As a result of this ambiguity more men took part in the discussions than would otherwise have been the case. The variations in the two viewpoints led to a discussion of leadership principles. The item was related to other test items such as the desirability or undesirability of "Explaining the duties and responsibilities of your job to the workers under you."

The "right" answer to some items was contrary to company policy or practice. This led into a discussion of differences between theory and practice, effect of organizational structure, importance of timing when introducing new practices, importance of planning, and desirability of following a certain practice only when time and personnel permit smooth functioning of the practice. Discussion of this type resulted from items such as desirability or undesirability of "Giving workers who turn in valuable suggestions a part of the money saved by putting their ideas into effect."

The correct answer to some items is well supported by experimental research. One such item is "Rapid learners are usually quick forgetters." Items of this type were handled by the lecture method. It appeared undesirable to permit foremen to discuss such items until they had the facts required to come to sound conclusions. Presentation of facts was followed by discussion which emphasized the reasons for the discrepancy between facts and commonly held viewpoints.

The effectiveness of all training is difficult to measure. This seems particularly true of foreman training. Several such methods are planned or in progress for the foreman training reported here. These will deal with the overall foreman training program. So far as the effectiveness of "How Supervise?" as a training method is concerned, objective evidence is lacking because this one method cannot be isolated from all other factors. However, in the opinion of the conference leader, this questionnaire proved very valuable. Major department heads agree with this viewpoint. The foremen themselves are highly enthusiastic. The recommendation is made that other companies consider similar use of "How Supervise?" in their foreman training programs.

It has always been assumed that the only check on the results of job evaluation was the willingness of the employees affected to accept the results. Here is a method of salary survey that permits of testing a job evaluation plan against the market. Unfortunately, at present the method is limited to New York City.

# An Objective Test of Job Evaluation Validity

By Bernard H. Fitzpatrick

The salary rates of messenger boys and of junior file clerks should be in the ratio of 11.6 to 12.8. So should their positions on any job evaluation scale, whether it be point or factor comparison. These are fairly flat statements to make. But they are statements which can be proved, assuming of course that the jobs come within the definitions given here. How can they be proved?

For the period 1944 to 1949 the writer directed the rate survey activities of the Commerce and Industry Association of New York. Over that period, at first annually and later with greater frequency, a survey of clerical salary rates covering approximately 70 job classifications was conducted. The job definitions used over the period remained substantially identical for all jobs. The following is a tabulation of the median weekly rates for six of the well-populated job classifications over that period.

| | 1944 | 1945 | 1946 | 1947 | 1948 |
|---|---|---|---|---|---|
| Messenger | $21 | $22 | $26 | $29 | $30 |
| Clerk, Junior | 25 | 28 | 32 | 33 | 36 |
| Typist, Senior | 28 | 30 | 34 | 37 | 40 |
| Stenographer, Senior | 33 | 35 | 39 | 42 | 45 |
| Secry. Stenographer | 36 | 37 | 43 | 46 | 50 |
| Secretary | 42 | 45 | 48 | 53 | 55 |
| Totals | $185 | $197 | $222 | $240 | $256 |

From the foregoing table it appears that the rates of the several jobs rose considerably. The messenger rose from $21 to $30, a spread of $9. So also did the total of the median of all six jobs which rose from $185 to $256 a spread of $71. But the jobs, nevertheless, maintained a constant relationship to the total of the median

for any given year, as appears from the following tabulation produced by dividing each of the rates by the total of the six medians for the same year.

| | 1944 | 1945 | 1946 | 1947 | 1948 | Variation |
|---|---|---|---|---|---|---|
| | % | % | % | % | % | % |
| Messenger | 11.4 | 11.2 | 11.7 | 12.0 | 11.7 | 0.8 |
| Clerk, Junior | 13.5 | 14.2 | 14.4 | 13.8 | 14.3 | 0.9 |
| Typist, Senior | 15.1 | 15.2 | 15.3 | 15.4 | 15.6 | 0.5 |
| Stenographer, Senior | 17.8 | 17.8 | 17.6 | 17.5 | 17.5 | 0.3 |
| Secretary Stenographer | 19.5 | 18.8 | 19.4 | 19.2 | 19.5 | 0.7 |
| Secretary | 22.7 | 22.8 | 21.6 | 22.1 | 21.4 | 1.4 |
| | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | |

Each of the jobs thus remained in constant ratio to their sum, within a maximum spread of 1.4%. What are the implications of these constant ratios? They are based in all instances on large groups of employees and hence are responsive to the statistical "law of large numbers".[1] Therefore, since unique circumstances of particular employees and particular companies have cancelled each other, the residue, the constant ratio, represents the objective judgment of the employment market on the relative worth of the jobs. Expressed in other words, the constant ratios, refined by averaging the annuals, represent in their relationship to each other the relative monetary worth of the skill differentials between the jobs. So that 11.6% (average ratio for the period 1944–1948) represents the worth of messengers; while 12.8% (similarily calculated) represents the worth of junior file clerks.

### The Judgment of the Market

By identical methods the constant ratios (to the same bases) of 57 jobs in the clerical field have been calculated and appear in the Table I. This table represents the relative worth of each of the jobs to each other. It has been determined by an objective standard, namely the constant judgment of the market place. It is known as the Relative Job Value Scale (R.J.V.).

It therefore follows that if a company evaluates its clerical jobs and the ratios of the evaluations (point or otherwise) accord with the ratio between scale points for identical jobs in the R.J.V. Scale, the evaluation is a proper one as to those jobs. Also, if the evaluations of jobs are in line with their R.J.V. values then the particular plan as a whole is proper, and the intermediate uncheckable jobs have probably been properly rated also.

The foregoing paragraphs have been written rather summarily, with the deliberate design of setting out the general theory of the R.J.V. Scale in brief terms. Like other statistical tools, however, the scale must be applied with a good deal of judgment and discretion. To illustrate both the care which must be used in application and the practical utility of the scale, consider an actual case.

[1] "Elementary Statistics and Applications", by Smith and Duncan. McGraw-Hill, 1944.

The salary administrator of an office machine manufacturer came in troubled by the fact that although he was able (he said) to locate seventeen of his jobs on the R.J.V. Scale, when he plotted a scattergram using R.J.V. points as the ordinates and job difficulty points as the abcissae, he obtained a senseless dispersion at the upper end of the scale. It was pointed out to him that it was remarkable to have as many as seventeen jobs usable in such a comparison, because job content, even with good job definition tends to vary among companies; and he was advised to exclude all doubtful comparisons. This reduced his comparable jobs to eleven. From this list of eleven comparable jobs we struck out three on the ground that the dispersion shown among companies reporting on those jobs in the survey was excessive; which indicated that the salaries varied excessively among the reporting companies.

It must be remembered that even though the median be stable enough to be an accurate indicator of general market movement (the R.J.V. Scale was designed primarily for charting the general market movement of salaries) it does not follow that the job content is sufficiently uniform among reporting companies. No matter how closely you define a job such as "Accountant", the actual duties of the job will be subject to wide variation in different companies, and this variation will be reflected in dispersion of the reported rates. It is, therefore, unsound to use such jobs for comparison. The measure of dispersion developed by the writer for testing definition, known as the Ogive Rating Scale[2] is printed beside the R.J.V. Scale in Table I. It is recommended that jobs having a rating of 2.0 or more on the Ogive Rating Scale be not used in comparisons.

This left eight jobs on which to base a comparison. A comparison of an evaluation scale with the R.J.V. Scale should produce a scatter indicative of a straight line relationship, because the R.J.V. Scale measures skill differentials by an objective economic standard; and if the judgment of the evaluators differs from the judgment of the market place, then the evaluators have applied a standard which differs from the only known objective standard. When the line of average relationship was calculated on the basis of the eight jobs and drawn upon the scattergram, it then appeared that the jobs in the upper brackets were low in relation to the line.

## An Error in the Job Evaluation Plan

We then asked to see the plan, which proved to be a weighted point system. The "architect" of the plan, it appeared, in order to produce a round 100 as a total possible point score, had cut off the factor "supervision of others" at the second degree. He had done this upon the theory that since the company intended to evaluate only jobs up to the minor supervisory level, there was no need to go beyond the second degree. The effect of this error was, of course, to limit the scoring of the super-

[2] The Ogive Rating Scale is based upon comparison of the area enclosed by the ascending and descending cumulation frequencies of reported rates with the area enclosed by the cumulative frequencies of the normal probability curve. A pinpoint distribution, such as might appear in a survey of unionized craftsmen, would appear as 0; a distribution within limits of the normal probability curve as 1.0 or less and a greater dispersion as a mixed number.

TABLE I
RELATIVE JOB VALUE SCALE
ALPHABETICAL LIST

| Jobs | RJV Points | Ogive. Rating Scale |
|---|---|---|
| Accountant | 33.4 | 3.71 |
| Accounting Clerk, Jr. | 16.8 | 1.99 |
| Addressograph Operator, Jr. | 14.0 | 1.31 |
| Billing Clerk, Jr. | 14.6 | 2.55 |
| Billing Clerk, Sr. | 17.3 | 2.33 |
| Billing Machine Operator, Jr. | 15.2 | 1.38 |
| Bookkeeping Machine Operator, Jr. | 15.5 | 1.34 |
| Bookkeeping Machine Operator, Sr. | 17.9 | 1.61 |
| Calculating and Comptometer Machine Operator, Jr. | 15.6 | .91 |
| Calculating and Comptometer Machine Operator, Sr. | 18.1 | 1.25 |
| *Clerk, Jr. | 14.0 | 1.49 |
| Clerk, Sr. | 19.5 | 2.48 |
| Correspondent, Jr. | 17.3 | 1.79 |
| Cost Clerk, Jr. | 16.3 | 1.79 |
| Cost Clerk, Sr. | 21.6 | 2.21 |
| Dictating Machine Operator, Jr. | 15.0 | 1.43 |
| Dictating Machine Operator, Sr. | 17.4 | 1.83 |
| Duplicating Machine Operator, Jr. | 13.3 | 1.44 |
| Duplicating Machine Operator, Sr. | 16.4 | 1.59 |
| File Clerk, Jr. | 12.8 | 1.38 |
| File Clerk, Sr. | 16.4 | 1.77 |
| Key Punch Operator, Jr. | 14.9 | 1.11 |
| Key Punch Operator, Sr. | 16.3 | 1.90 |
| *Messenger—Office Boy or Girl | 11.6 | .80 |
| Nurse, Industrial | 22.1 | 3.43 |
| Payroll Clerk, Jr. | 15.9 | 1.88 |
| Payroll Clerk, Sr. | 22.8 | 2.77 |
| Receptionist | 15.8 | 1.76 |
| *Secretary | 22.1 | 2.26 |
| Secretary, Legal | 22.7 | 2.61 |
| *Secretary-Stenographer | 19.3 | 1.74 |
| Statistical Clerk, Jr. | 15.7 | 1.79 |
| Statistical Clerk, Sr. | 19.5 | 2.82 |
| Statistical Typist | 17.8 | 1.54 |
| Stenographer, Jr. | 15.1 | 1.54 |
| *Stenographer, Sr. | 17.6 | 1.51 |
| Stenographer, Bi-lingual | 19.3 | 1.47 |
| Stenographer, Legal, Jr. | 18.9 | 1.62 |
| Stenographer, Legal, Sr. | 21.7 | 2.20 |
| Tabulating Machine Operator, Jr. | 17.1 | 1.87 |
| Tabulating Machine Operator, Sr. | 21.7 | 2.94 |
| Telephone Operator, Monitor | 16.4 | 1.83 |
| Telephone Operator, PBX | 17.2 | 1.66 |
| Typist, Jr. | 13.4 | 1.38 |
| *Typist, Sr. | 15.4 | 1.79 |

* Six key jobs used in bi-monthly Current Index of Salary Rates.

visory factor in relation to other factors, which caused the minor supervisory jobs to be considerably understated in point value.

This error related to the construction of the plan as a whole. A more common error, however, is failure properly to analyze or evaluate a particular job. This sort of error is readily detectable, and upon review it will be found either that there was some mistake in evaluation or that there was some element in the job which made it atypical, in which case it should not be used as a job for external comparison.

Some of the companies using the R.J.V. Scale for pricing point systems have calculated conversion factors. There is one general caution to be observed. The R.J.V. Scale is calculated on the basis of New York City rates. Normally the relationship should hold true in other cities, but *some* jobs may differ by reason of local conditions. For example, a messenger who in New York would use rapid transit facilities, might, somewhere else, use a bicycle and the relative worth of the job might thereby be affected.

# About the Authors

*Clifford E. Jurgensen* is one of the rising generation of personnel (or Industrial Relations!) men with a foundation training in psychology. His degrees in psychology are from Carleton and the University of Iowa. He is a frequent speaker and writer on personnel and psychology. His experience has been entirely in industry, with some teaching on the side.

*Bernard H. Fitzpatrick* was trained in the law, which he has applied chiefly in labor relations and personnel. His degrees are from Fordham University. After a number of years practicing law, specializing in labor relations, he became Industrial Relations Director of the Commerce and Industry Association of New York, where he developed and directed the unusual salary and wage survey which is the subject of the current article.

*Franz A. Fredenburgh* has written previously for Personnel Journal. He is one of the younger generation in personnel, having been in the department store and insurance fields. He is now Personnel Director of the Great American Group of Insurance Companies of New York.

*Marion R. Enright* is Office Manager of Paxton, Krueger and Associates Inc., of New York. She also handles office personnel matters and writes from more than ten years of office and personnel experience. She served as Lieut. in the Naval Reserve during the past war. Her B.A. is from Manhattanville College of the Sacred Heart.

*K. C. Mackenzie* is one of an interesting group in the personnel administration department of the Ontario Hydro-Electric Power Commission. He is head of the department of Collective Relations.

*Harry Goett* is now manager of check clearings at the Irving Trust Company of New York, one of the Nation's largest banks. He has had extensive experience in bank operations work and is a graduate of the American Institute of Banking and of the Graduate School of Banking.

What are the essentials of a sound program of personnel administration? The author of this article has attempted to answer this question by surveying the contents of the seven leading books that cover this field.

# The Essentials of a Program of Personnel Administration

By Franz A. Fredenburgh, Personnel Director, Great American Group of Insurance Companies, New York

The literature of personnel administration and industrial relations has been growing rapidly in the past ten years. Titles of new books appear in professional journals and among new book lists with regularity. The conscientious student of the field is presented with a formidable problem of selection, for it is doubtful if he can find time to read all that is written. What to read in order to be well informed is an ever-present problem. As J. J. Evans queries in his little treatise, *A program for personnel administration*, "Is there a standard pattern of personnel administration in industry? What has been tried and proved good—proved undesirable?"[1]

## The Problem

Among the vast literature this reviewer has not found more than seven volumes, written within the past decade, which may properly claim to cover the field with any reasonable degree of comprehensiveness. They are, arranged in order of most recent publication date:

1. Scott, Walter Dill, Clothier, Robert C., and Spriegel, William R. *Personnel Management: Principles, Practices and Point of View*. New York: McGraw-Hill Book Co. 1949. xii, 648 pp. (4th ed.)
2. Yoder, Dale. *Personnel Management and Industrial Relations*. New York: Prentice-Hall. 1949. xi, 894 pp. (3rd ed.)
3. Pigors, Paul and Myers, Charles A. *Personnel Administration: A Point of View and Method*. New York: McGraw-Hill Book Co. 1949. ix, 553 pp.

[1] New York: McGraw-Hill Book Co. 1945. p. 1.

4. Halsey, George D. *Handbook of Personnel Management*. New York: Harper Bros. 1947. ix, 402 pp.
5. Jucius, Michael J. *Personnel Management*. Chicago: Richard D. Irwin, Inc. 1947. xii, 696 pp.
6. Walters, J. E. *Personnel Relations*. New York: The Ronald Press. 1944. xx, 547 pp.
7. Watkins, Gordon S. and Dodd, Paul A. *The Management of Labor Relations*. New York: McGraw-Hill Book Co. 1938. xviii, 780 pp.

Those who have taken it upon themselves to assemble the elements of a thoroughgoing treatment of personnel work are in general agreement as to philosophic concepts and basic principles. As a matter of fact, a sufficient degree of consistency exists among authorities with respect to the constituent elements of personnel administration to warrant the statement that a standard pattern of personnel administration is on record. The question may well be raised, then, what do these authorities regard as the essentials of a program of personnel administration, and how extensively are these topics treated in those works purporting to give comprehensive treatment to the field?

## Findings

Some sixty-two topics have been identified as receiving fairly consistent attention by authorities in personnel administration. These have been organized under twelve main headings for ready reference. Obviously, not all authors treated every topic nor were authors consistent in the extensiveness of their treatment. However, topics did reappear from book to book with sufficient regularity to justify the assertion that the essential elements of a program of personnel administration comprise twelve major aspects. Table No. 1 lists these topics and their percentage relationships to the total number of pages in each volume.[2]

When the rather sizeable number of personnel topics originally identified are considered as twelve major propositions,[3] some indication of present trends in the treatment of the more significant aspects of personnel administration begins to emerge. To some degree the extent of treatment of a topic is at least an indirect reflection of practice and research attention. Major authors make considerable effort to document their generalizations by reference to specific practices or research studies. Yoder, perhaps more than the others, has been more scholarly in this respect, but nearly all authorities give some attention to documentation.

Table No. 1 presents quantitatively rather than qualitatively the relative importance assigned by authorities to the major aspects of personnel work. If the percentage of the total number of pages devoted by an author to presenting a topic is any measure of the knowledge, information and research representative of that topic, and hence some measure of its importance, then by all odds *personnel controls*

[2] For an explanation of the method used to analyze topics see "A critical analysis of textbooks surveying the field of guidance and student personnel," *Occupations*, May, 1943, by the writer.

[3] The aspects of personnel work included in each major proposition are identified in the section captioned "Personnel Audits."

has received the most searching attention, representing roughly one fifth of the number of pages of the average volume. No author devoted less than 13 per cent of his volume to this topic, while the most extensive treatment occupied 28 per cent. The range is not as great as might be expected. Its considerableness is undoubtedly due to the fact that within the compass of this topic are to be found the major contributions of psychology to the study of personnel work.

Incentives, wage and others, come in for the next most extensive treatment. Basic concepts received about equal treatment except by Halsey. The remaining topics received relatively minor attention except for supplementary aids, for which no average was calculable because of the absence of consistency in the presence or

TABLE 1

AN ANALYSIS OF MAJOR TOPICS IN PERSONNEL ADMINISTRATION SHOWING THE PERCENTAGE EACH TOPIC BEARS TO THE TOTAL PAGES OF THE VOLUMES STUDIED

| Topic | Author | | | | | | |
|---|---|---|---|---|---|---|---|
| | Scott | Yoder | Pigors | Halsey | Jucius | Walters | Watkins |
| | Year | | | | | | |
| | 1949 | 1948 | 1947 | 1947 | 1947 | 1944 | 1938 |
| 1. Basic Concepts | 10.2 | 10.3 | 13.5 | 2.4 | 8.0 | 10.1 | 13.4 |
| 2. Employment Methods | 7.9 | 7.9 | 5.7 | 12.2 | 23.6 | 2.3 | 6.6 |
| 3. Job Analysis & Eval. | 7.7 | 3.5 | 1.4 | 13.8 | 9.9 | 3.2 | 3.1 |
| 4. Training | 8.5 | 4.0 | 6.1 | 16.9 | 5.8 | 4.2 | 6.2 |
| 5. Health & Safety | 4.5 | 3.9 | 3.4 | 3.2 | 3.1 | 6.5 | 9.6 |
| 6. Incentives | 16.5 | 15.9 | .3 | 5.5 | 11.5 | 11.4 | 17.5 |
| 7. Personnel Control | 22.6 | 28.1 | 13.7 | 21.4 | 18.4 | 24.2 | 18.4 |
| 8. Employee Information | 5.0 | 4.1 | 4.6 | 7.1 | 4.6 | 3.2 | 4.7 |
| 9. Labor Relations | 5.3 | 13.4 | 6.9 | 9.3 | 8.1 | 18.0 | 7.1 |
| 10. Government Reg. | 5.2 | 5.6 | 0.4 | 5.0 | 3.1 | 4.3 | 11.3 |
| 11. Special Problems | 2.3 | 3.3 | 0 | 3.2 | 3.9 | 1.9 | 2.1 |
| 12. Supplementary Aids | 4.3 | 0 | 37.0 | 0 | 0 | 2.7 | 0 |
| Total—Percentage | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

absence of this topic, as such, among the several volumes. Pigors devoted over a third of his book to case studies, Scott took about four per cent to report a survey of practices, while Walters gave nearly three per cent to statistics. Other authors were not classified as devoting any attention to supplementary aids, although Yoder devoted a page or two of each chapter to statistical aids appropriate to each topic, and we could as readily have classified this material under supplementary aids, although this was not done.

## CONCLUSIONS

Such a quantitative evaluation of the importance of the major aspects of a program of personnel administration might very easily be misleading. Although, as has been asserted earlier, the amount of space devoted to a topic bears some relationship

to the research and practice characteristic of the topic, and hence, some relationship to its importance, it is conceivable that other equally deserving topics have not been the subject of research study or reported practice and hence have received little wordage due to the absence of materials rather than to lack of importance. This would appear to be true of such a topic as employee information and communication, to take an example at random. This topic may well be the very heart of an effective personnel program and yet, relatively little attention is given to it quantitatively by authorities.

The significance of our findings, therefore, appears to lie chiefly in the identification and characterization of what constitutes a comprehensive personnel program and not so much in percentage relationships. Accordingly, the alert personnel administrator may want to check his own program against what is regarded as a comprehensive program of personnel administration and justify in his own way, and in the light of the needs of his own organization, the absence of provision for any one of the fifty-three[4] topics identified as representative of a comprehensive program.

## Personnel Audit

The schedule which follows has been drawn up with this need in mind. It should serve as a convenient check list to facilitate such a procedure.

| | YES | NO |
|---|---|---|
| A. *Basic Concepts* | | |
| 1. Is your personnel work organized as a staff service department? | — | — |
| 2. Are personnel functions clearly defined by top management? | — | — |
| 3. Are they understood by line supervision? | — | — |
| 4. Are basic personnel policies formulated and recorded? | — | — |
| B. *Employment Methods* | | |
| 5. Have you developed sources of labor supply? | — | — |
| 6. Is your recruiting program inclusive (including executive recruiting)? | — | — |
| 7. Is your personnel staff trained in sound principles of interviewing? | — | — |
| 8. Does your program include selection of personnel based upon scientific principles? | — | — |
| 9. Do you regard placement of new employes as a function additional to interviewing and selection? | — | — |
| 10. Do you provide for employee follow-up subsequent to placement? | — | — |
| C. *Job Analysis Evaluation* | | |
| 11. Have you written job descriptions for each job in your organization? | — | — |
| 12. Have your jobs been evaluated? | — | — |

[4] The original sixty-one topics referred to earlier have been condensed to facilitate treatment in interrogative form.

D. *Training*

13. Have you a program of employee training? — —
14. Is there provision for foreman and supervisory training? — —
15. Do you have a program for executive development? — —
16. Are your general training plans formulated in terms of well-defined objectives? — —

E. *Health and Safety*

17. Do you have a dispensary? — —
18. Is your safety program organized under the direction of (a) the personnel department, or (b) the safety engineers? (a) — — (b) — —
19. Does your company maintain working conditions consistent with at least minimum standards in the industry? — —
20. Do you maintain an employee restaurant or make some provision for a mid-day meal? — —

F. *Incentives*

21. Do you have an organized wage payment plan including provision for periodic increments? — —
22. Do you employ wage incentives to increase production? — —
23. Have you any provision for periodic wage and salary reviews? — —
24. Is this geared to a merit rating system? — —
25. Is there any provision for profit sharing? — —
26. Is there provision for a pension plan? — —
27. Have you developed any plans leading to employment stabilization if your employment is subject to seasonality? — —
28. Have you any organized plans to motivate employees to improve their work habits or to improve morale? — —
29. Have you made any attempt to measure employee morale? — —

G. *Personnel Controls*

30. Do you have comprehensive personnel records for each employee? — —
31. Do you utilize psychological tests for employee selection and upgrading? — —
32. Do you undertake periodic personnel audits? — —
33. Do you maintain any records of labor turnover? — —
34. Are your hours of work regulated to produce the maximum efficiency among employees? — —
35. Do you maintain adequate records respecting tardiness and absenteeism? — —
36. What provisions are made for the discipline and discharge of unsatisfactory employees? — —
37. Does your program include provision for systematic transfer and promotion? — —

38. Is there any provision for undertaking personnel research studies? — —

H. *Employee Information and Communication*

39. Do you maintain a company magazine or newspaper? — —
40. Do you have an effective suggestion system? — —
41. Have you made provision for maintaining suitable employee services? — —

I. *Labor Relations*

42. Do you have effective machinery for handling employee complaints? — —
43. Do you have contact with employer's associations pertinent to your industry? — —
44. Are you informed concerning development among labor unions and collective bargaining practices in your industry? — —
45. Are you aware of the cases of labor unrest in your industry? — —

J. *Government Regulations*

46. Are you acquainted with the provisions of the latest national labor relations act? — —
47. With the Fair Labor Standards Act? — —
48. With governmental agencies dealing with labor relations? — —

K. *Special Problems*

49. Are provisions made in your company for the employment or retirement of over-age workers? — —
50. Provisions for the employment of women? — —
51. Provision for children? — —
52. Provision for minority groups? — —
53. Provision for handicapped workers? — —

Here is homely, sound advice for the younger personnel manager or interviewer. As an example, don't be too busy to show applicants ordinary courtesy. And find a few minutes each day for counseling the employee with a problem. These and other "helpful hints" come from a personnel woman with long experience.

# Courtesy for the Applicant

By Marion R. Enright, Paxton, Krueger & Associates, Inc., New York.

I'd hate to believe, after twelve years experience in personnel work, that the impression I have been receiving lately has any real basis in truth. Too many applicants tell me that personnel people are generally short, haughty, and sometimes rude. I hope it isn't so. Good personnel relations is such an important factor in successful management and is still so new in development that, if complaints I hear are justified, the results can cause great harm.

No one likes to look for a job. The person who is job hunting is naturally on the defensive, and it is most important that whoever interviews him should be friendly. Extra minutes spent with each applicant may, on occasion, cause a personnel manager to work fifteen or twenty minutes longer each day. But the goodwill he builds for his company, and the encouragement he offers a human being, will pay off in personal satisfaction.

Many applicants are amazed and grateful when they receive even the smallest amount of kindly consideration. Whether an applicant wants to be a messenger or a sales manager, he deserves to be treated as a human being and given adequate time Actually, the man who wants to be a sales manager won't require too much help, as he has already decided on a career and knows what he wants. The boy who wants the job as a messenger, in my opinion, is the one who needs the extra minutes.

## Remember When You Were Young

If personnel people would stop and think back to the days when they were seeking their first jobs, most of them would remember that they did not quite know what they wanted to do. It is not so important that the boy or girl should feel he or she would like to be a messenger *today*. It is, however, important to instill in him or her the thought of long range planning, and to help each boy or girl determine what he or she wants to do five or ten years from today. Once you get across the thought

of a goal, a few minutes additional conversation will frequently develop a clue to the kind of job which interests the applicant, and one for which he believes he is ultimately suited because of personality, temperament and education. The next step is to aid him in thinking of the particular job or type of company which will give him a proper start on his long range program.

If a boy wants eventually to sell, he should start as a messenger in the concern's sales organization, rather than in its trucking or maintenance department. If he has ordinary curiosity and intelligence he will learn the mechanics of what makes a sales organization function. He will also come in contact with sales personnel holding the jobs he believes he wants in the future. He will soon know whether or not sales is actually the kind of operation which he wants to make his life's work.

The case of the girl beginner is slightly different, but the initial steps are the same. Business has recognized that women can do many jobs successfully. But we also know that the fundamental desire of most women is eventually to run their own homes. Many bosses feel, therefore, that a woman's stay is apt to be short. Yet a young girl is no different from a young man in that she wants a job *NOW*. With family and living costs where they are, there is a very good chance that she will be working quite a few years.

It is interesting to note that today the most frequent request of these young girls is for research or personnel work. If it is research they want, and if they possess the fundamental qualities peculiar to that work, then they should seek jobs—any jobs—in research organizations where they can learn the fundamentals.

## "I Want A Job In Personnel"

The girl who wants personnel work usually feels she should start as an assistant to a personnel manager. Personnel people should take a very great interest in her, as it is they who can best advise her of the steps necessary in reaching her goal. Actually, the novice in personnel presents a fairly easy problem, since the scope of training which will later prove helpful to her is quite broad. The personnel manager who handles all kinds of employees for an organization should have some understanding of the mechanics involved in many of the various jobs. The personnel manager who has been a file clerk, a stenographer, a secretary, or an assistant, can better appreciate the problems which confront each, has a knowledge of the performance required of each, and, therefore, can better solve routine daily personnel problems that arise. So, the girl who is definite in her desire to enter the personnel field and who intends to make it a career will do well to begin with a year or two of general office work. Next, she can try to get a job in a personnel department, either as a clerical worker, or, better still and if she is qualified, as secretary to a personnel manager. There she will see and learn the mechanics of personnel operation and can, through initiative, absorb routine responsibilities. In so doing, she not only will lighten the burden of the personnel manager, but will also prepare herself for that assistant's job she wants.

We are always hearing about the impatience of youth. Yet we must remember that it is essential not to discourage applicants and thus undermine their initiative, aggressiveness and confidence in their own abilities. These traits might now be troublesome, but potentially they are great assets. Be friendly. Give them the feeling that their ambitions are important and that you, as personnel manager, are interested in them and in what they will be. No one can deny the satisfaction derived from a telephone call from Miss or Mr. So and So, who tells you he or she spoke to you five years ago, and now is calling to say she *is* an assistant to a personnel manager or he *is* a sales manager.

These thoughts do not apply merely to the applicant who comes into your office seeking a job, but also to the employee who is turning to you, as personnel manager, for advice and counsel. The employees as well as the applicants deserve your friendliness, understanding, interest and time. It is also satisfying to know that employees will seek you out for help and advice, whether in their business or personal problems. I get a tremendous kick when I hear that one of them has said to another, "Don't get angry or upset. Ask So and So. She'll know the answer and help, and if she can't, she'll find someone who can!" Of course, in all companies you will discover the troublemaker, the neurotic, the pseudo-genius, but they can be spotted quickly, and given frank and friendly but fair and positive help, as and when they want or need it.

## Tell the Whole Story About a Vacancy

If a personnel manager is trying to fill a specific job, he should take pains to be honest in explaining the details and duties of that job. A girl should not obtain the impression that she will be a secretary to only one person if the job is set up to include taking dictation from one or more others. If the man for whom she will work prefers to use a dictaphone for a large part of his dictation, the prospective applicant should be made aware of that fact. Many trained stenographers and secretaries do not want to lose their typing and shorthand speed or skills, while others may wish to get away from the technical side of stenography. Tell an applicant all you can about a job. If you do not know enough about it, find out! An applicant will learn for herself, as an employee, in a day or two. Nothing can be gained by hiding details which are important.

When an applicant has an understanding of the job and still wants to try it, you have already established good personnel relations and have the beginning of a good employee. If she is not interested in the job to be done, it is better to know at the time of hiring. Otherwise, she will start the job with reservations, will soon discover that the picture is not as it was painted, and will be unhappy and dissatisfied. Eventually she will either resign or you will have to do that most distasteful part of your job—fire her. Then you are back where you started—plus a headache or a heartache—or both!

This unusual report was really a letter in reply to some brief comments in the April issue (page 438) on an article in the Hydro Employees Association News called, "Manpower Planning Program: Its Implications for the Employee."

# A Manpower Planning Program Based on Job Evaluation

By K. C. Mackenzie, Head, Collective Relations Department, The Hydro-Electric Power Commission of Ontario

Our job evaluation program was really the start and, in some respects, is the corner stone of our whole personnel program. After some years of study we had a job evaluation program in operation in 1941 and it has served us well since that date. Virtually all jobs in the Commission have been analyzed and the analysis and point rating of a job is now accepted as a necessary step before a new job is actually created. The points for a whole job are then translated into the appropriate level on any one of our many wage schedules. These schedules, incidentally, are arrived at on the basis of negotiations and collective agreements with the unions with which we do business.

## The Mechanics of the Plan

If an employee feels, or if his supervisor feels, that his job has been somewhat altered (or if his job has never been appraised), the employee prepares, under direction with respect to form only, a Position Description sheet. (In the case of a new job which is being contemplated, the supervisor himself writes this Position Description sheet.) The Position Description sheet together with the supervisor's comments on its accuracy or completeness goes to the Appraisal Officer. He does the job analysis and on the strength of that makes his recommendation as to the weighting of the job to an organization which we call the "Working Committee". The Working Committee is a group of six or seven senior officials of the Commission—Department Heads and Directors (Directors are the immediate superiors of Department Heads in our organization). I would emphasize that members of the Working Committee are men who have their own respective positions in the Commission quite apart from their Committee duties. They are, in other words, very important representatives of

our line organization. The Working Committee examines every recommendation of the Appraisal Officer in detail, and the appropriate line official may not make his appointment or fix a salary therefor until he has gained the recommendation of the Working Committee. When the Working Committee advises the line official that a certain job has been appraised as falling within salary range "G", for example, the line official has full authority himself to make an appointment and to establish a salary within that range. If the line official does not agree with the Working Committee, he may refer the decision back to them for reconsideration. The ultimate decision, of course, rests with the line official rather than with the Working Committee, the latter group being purely advisory, but the reputation of the Working Committee has been so firmly established and the importance of uniformity in salary practices is now so widely appreciated that a line official will go counter to the Working Committee's recommendations only in the rarest and most unusual circumstances.

## Getting the Line Organization to Make the Survey

The Manpower Planning Program which was the subject of the article which originally caught your attention has been giving us a great deal of trouble although there is no suggestion that it will be abandoned. The chief difficulty lies in the fact that we are anxious that the line organization rather than our own advisory personnel group should do the survey. This we feel to be most necessary because of our conviction that the division between line and staff duties must always be clearly marked. The problem now becomes one of insuring that the survey is conducted in such a way that the results derived from many individual groups in our severely decentralized organization will have *sufficient uniformity and reliability* to be useful for planning purposes. For this reason our program has been slightly changed since the writing of the article in question. Starts have been made on an experimental basis within one or two groups and it now appears that the major start will be made upon what we call the operating group, These are the Operators-in-Training, Floormen, Operators' Assistants, Second Operators, First Operators, Chief Operators, Regional Operators, Load Supervisors, etc., who man our very great network of Generating, Transformer and Frequency Changer Stations. After the work has been done with this group, it is likely that we will turn to another; some independent unit such as the maintenance workers who maintain the same network of stations and the lines which connect them.

By this means—taking individual groups of comparable positions—it is hoped that we will eventually cover the 7200 odd regular positions which are filled by employees of the Commission.

It is impossible to cover the full personnel program in a single letter. There are many other aspects of our work which we regard as of an importance equal to that attached to the two which I have described here but they will be familiar to someone in a position such as your own whose business it is to study personnel programs.

# Editorial Comments

## This Opportunity to Build Morale

During the past six years, personnel has been hard to get, hard to please, and hard to keep. As a result, there were many personnel problems and much was learned by supervisors through experience, "blood, sweat and tears." We learned how to deal with personnel as individuals and used considerable ingenuity to keep the staff contented. During these years emphasis was on leadership in working with people. Knowing the work which had to be performed was not enough. The Company's supervisory training program including JRT and JIT contributed a great deal to equip us to lead more effectively.

The changing times must not cause us to relax our efforts to develop staff good will. Supervisors should not become indifferent, complacent or arbitrary. The punitive attitude must not creep in. Rank-and-file thinking is changing. Jobs look more like assets than before and staff attitude is more favorable. The average clerk thinks more of the security value of his job. There now is much greater staff appreciation of intelligent and thoughtful actions by supervisors. When a supervisor does a nice thing now, he gets credit for doing it and is considered a regular fellow. Good-will dividends can be earned more easily, so why not concentrate on building up morale reserves.

Today, members of the staff are doing more thinking and less beefing. This makes things pleasanter for the supervisor, gives him less to worry about and might make him feel smug. Beware of these symptoms! You may be losing touch with staff thinking, which is dangerous. Grievances may not be heard or may not receive the attention they deserve and the foundations of future difficulties may be abuilding.

It is particularly important that supervisors do not stimulate unjustified fears of job loss. Such a shortsighted mental device should not be used to stimulate production as it will fail in the long run. Good-will instead of fear is the key to real efficiency. The loyal employee is entitled to a feeling of security.

Marginal personnel who can be successfully adjusted to meet our requirements, should be given every opportunity to make good by friendly and frank talks with them. The facts, whether they relate to attendance, attitude, an undeveloped desire to work or anything else should be understood clearly. Agreement as to these facts should be reached, if possible. This will tend to allay fear, and provide an opportunity to realize shortcomings. It will give a fair chance for improvement if the employee can and wants to do so. Your sense of fair play will be appreciated.

During the years of help shortage we were forced to concentrate on the morale problem whether we wanted to or not. If we continue to do so now, it will be because we realize the importance of the individual. I think it continues to be a top job

for any supervisor, which will pay off if given the proper amount of time and effort and if our attitude is sound.

Our primary goal should be the development of competent and happy personnel. This combination together with efficient training leads straight to more and better production—a major objective of all operating supervisors.

Harry Goett
Irving Trust Company
New York

# Personnel Research

*Tables for Use with the Flesch Readability Formulas.* By J. N. Farr and J. J. Jenkins, University of Minnesota. *Journal of Applied Psychology*, June, 1949, 33, 275–278.

"Increased emphasis is being given to measurements of the readability of communications in many fields. A promising method which is being widely used and studied is that set forth by Flesch which involves the use of syllable counts, sentence lengths, percentage of personal words and percentage of personal sentences to yield two indexes. One index is "Reading Ease" and the other is "Human Interest". The authors have constructed tables for quick determination of both indexes.

*A Re-examination of the Accident Proneness Concept.* By Alexander Mintz and Milton L. Blum, College of the City of New York. *Journal of Applied Psychology*, June, 1949, 33, 195–211.

"It is generally accepted that certain individuals consistently have many accidents while others do not. This is commonly known as the principle of accident proneness. A critical examination of the data reported in the literature points to the desirability of reconsidering the significance attached to the principle of accident proneness. This article has two objectives: (1) To indicate that one of the methods to substantiate the principle of accident proneness is unsound and to show that its use has led in some instances to exaggerated views of differences in accident proneness; and (2) To propose a method whereby quantitative estimates of differences in accident liability may be obtained and to point out the conditions when it may be used." This is article on a subject that is of considerable importance to industry. It should stimulate further studies of accident proneness.

*Method of Paired Comparisons and a Specification Scoring Key in the Evaluation of Jobs.* By G. A. Satter, University of Michigan. *Journal of Applied Psychology*, June, 1949, 33, 212–221.

Research in Job Evaluation has been non-existent until the past two or three

years. Every practitioner has invented a different plan and all seem to have been accepted by industry with complete faith in their reliability. This is a report of the use of the "method of paired comparisons" and of a method employing a specially constructed scoring key. The results seem to have been satisfactory and suggest further experimentation with paired comparison. (Factor Comparison evaluation employs paired comparison in an economical manner, because only two or three comparisons are necessary in order to localize further comparisons to a narrow area. This has not been appreciated because Factor Comparison is not well understood.) The author falls into the usual error of using multiple correlation, an unsuitable method to employ with job evaluation, since it does not reveal significant differences that actually exist. His conclusions are blurred accordingly. For example, he compares the judgments of several raters by means of correlation and concludes that "these data suggest high consistency." However, coefficients as low as .623 and .777, properly interpreted, actually signify low agreement. While the author concedes that the two methods described are laborious he suggests that they are suitable for industry because: "(a) They permit the participation of large numbers of evaluators; (b) they can be employed with comparatively naive evaluators (little training required); (c) even untrained evaluators report little difficulty in making the judgments called for; (d) the judgments can be made with a minimum of supervision and follow-up review; and (e) the resulting measurements are highly reliable." All except the last of these claims is fully justified. All five are characteristic of Factor Comparison job evaluation, which has the additional advantage of being economical of time and effort. It is to be hoped that further research in job evaluation will be reported and that it will show the care and generally good thinking that are characteristic of this report.

# Letters to the Editor

A letter from Eastern Air Lines at the main office in Miami, Florida, asks a question that perhaps can be answered by some of our readers:

> Dear Mr. Hay:
>
> Eastern Air Lines is interested in furnishing our employees with a booklet giving them instructions on how to keep their home budgets.
>
> We understand that the Telephone Company and Nash-Kelvinator put out such a booklet, and we have already requested a copy from those organizations.
>
> It may be that you have similar booklets put out by other companies in your files. Since you probably have only file copies on hand, we would appreciate your sending us the names of several organizations

putting out such booklets so that we may request them directly from the company involved.

Very truly yours,
William Bittner, Jr.
Personnel Representative.

If any readers can help Eastern Air Lines Mr. Bittner will be glad to hear from them.

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Dear Mr. Hay:

Undoubtedly I am prejudiced because I am a clinical psychologist and I have worked in the industrial field in the selection of salesmen, but when I abstracted McQuaig's article, "The Clinical Interview" for the Psychological Abstracts, I felt like writing a letter of congratulations to you! I thought it was one of the best articles I had seen in the *Personnel Journal*, and I have been abstracting it for "Psychological Abstracts" for about twelve years. I was also pleased to see your request for readers' choices in the April 1949 issue. It provided the stimulus I needed to assure me you might be interested in my opinion.

Sincerely yours,
Mildred B. Mitchell, Ph.D.
Chief Psychologist

Readers' opinions are valuable to an Editor. This Editor has been preaching for years that psychology has many valuable lessons for industrial personnel workers. They must, however, be put in understandable language. Would other readers like more articles such as "The Clinical Interview" by McQuaig? Ed.

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The following letter, received several weeks ago, we think is worth reproducing in full:

American Mutual Liability Insurance Company

Boston, Massachusetts
June 3, 1949

Mr. Edward N. Hay, Editor
Personnel Journal
Swarthmore, Pennsylvania

Dear Mr. Hay:

I have just finished reading the May 1949 issue of the "Personnel Journal" and would like to congratulate you on this very interesting issue. I was particularly interested in the two articles "Promoting Courtesy Among Employees" and "An Executive Development Program."

I was, however, surprised and somewhat disturbed by a statement made in one of the letters printed under your "Letters From Readers" page, and also by your own statement in answer to the letter. I refer to Mr. Zeisler's letter on page 28 in which he makes the statement, "As I have become more acquainted with the field, the realization strikes me that actually, white-collar organizations are just about five or six years behind industrial organizations in the practicing of effective industrial relations . . ." Your own statement following this letter was, "My opinion, for what it is worth, is that only a small proportion of white-collar organizations have felt union pressure, whereas most manufacturing ones have felt it."

Mr. Zeisler's statement, like so many general statements, is difficult to either prove or disprove. From my own experience I would say that one can find among white-collar organizations a number of industrial relations programs which are just as progressive, if not more so, than the best of those in the manufacturing field. As proof of this statement, I am afraid I will have to waive modesty and cite the record of our own company, since I am naturally in a position of knowing our program better than that of any other white-collar ogranization. The objectives of this company's personnel policy are stated in the handbook which is presented to every new person joining our organization on his or her first day of work by the Personnel Department in its regular induction program. I quote from the handbook:

"*What are the Objectives of Our Personnel Policy?*

"It is obvious that an organization is only so strong as the sum of its component parts. The future of American Mutual, therefore, depends primarily upon the kind of people who compose it. Their intelligence, ability, industry, cooperation and enthusiasm will determine the degree of success they and the Company will enjoy.

"Fully recognizing these facts, the objectives of our personnel policy are to so organize and execute our daily business operations:

"—That you will have the fullest measure of opportunity to realize your maximum potentialities.

"—That you will recognize that you are a vital and *essential part* of the organization, and that American Mutual is sincerely interested in providing such working conditions, recognition for satisfactory work-performance and opportunities for self-development as will justify the devotion of your best efforts.

"We ask for your cooperation in helping us to obtain these objectives."

In regard to our own statement, Mr. Hay, it seems to me that it carries the implication that without union pressure, most companies (whether they be white-collar or manufacturing ones) would not voluntarily have initiated a good personnel relations or industrial relations program. I agree that this may be true in many cases, but at the same time I think that one can also find a number of companies in

which there was no such union pressure and which nevertheless initiated and developed extremely progressive personnel relations programs because they sincerely felt that that was the "right" way of conducting their businesses.

A little further information about this Company may be of interest to you. You may be familiar with our "Mr. Friendly" advertisements appearing in "Time" magazine. We try to live up to the friendly spirit we advertise, both in our internal relations with our own personnel and in our external relations with our policyholders and with the general public. We employ about 2600 people of whom approximately 800 are in our home office in Boston, with the remainder being located in 75 Branch, District and Division offices throughout the country. We believe we have a very comprehensive training program in that it includes induction training for our clerical personnel, initial training for our technical personnel and supervisory training for our supervisory personnel. For your further information, I am enclosing a copy of our handbook, "You and Your Company," which is given to every newly employed person at the time of his induction into the Company.

I should be delighted to hear from you in regard to this letter.

Sincerely yours,
R. H. Wales
Vice President and
Personnel Director

An examination of the employee manual, "You And Your Company", which accompanied Mr. Wale's letter reveals material that indicates ample reason for Mr. Wales pride in the personnel program of his Company. Has any reader a comment on Mr. Wales objection to the criticism that personnel programs have not spread as widely in the white collar field as in the manual field? The original comment by Mr. Zeisler was not, it would appear, meant to indicate there were no good white collar programs, but merely that there were more good programs in proportion to the number of manual organizations as compared with white collar ones.

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The following brief letter is typical of quite a number of such letters that have been received in recent months.

Dear Mr. Hay:

Enclosed you will find \$.35 for a copy of Wadsworth's "Field Review Method of Employee Evaluation and Personnel Placement". Also, may I express my compliments on the way the P. J. has 'come back', under its new editorship?

Yours truly,
W. H. Brentlinger,
Assistant Professor of Psychology,
The University of Texas, Austin, Tex.

# Across the Editor's Desk

The Library of *The Industrial Relations Section at Princeton University* is one of the most active gatherers of information for workers in the field of industrial relations and personnel administration. The latest list of what they call "selected references" is under the heading "The Selection and Development of Executives". It contains 17 references to books and articles, one of the latter being "An Executive Development Program" by Harold P. Mold of the Mead Corporation which appeared in PERSONNEL JOURNAL for May 1949. This latest list of references from the Princeton Industrial Relations Section Library is available at 15¢ a copy.

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*The Merchants and Manufacturers Association of Los Angeles*, dedicated to "Better Employment Relations", has issued under the date of June 16th a survey and analysis of "Costs of Employee Benefits". This contains a review of two studies, one conducted in Syracuse, New York, and one conducted in Cleveland. It also gives some actual figures from one Los Angeles Manufacturing concern showing a grand total for all types of benefits at an average of 27.4 cents per hour. The report is issued by the Association which is located at 725 South Spring Street, Los Angeles 14.

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The series of articles which reproduced the reports of the various personnel associations has brought a number of interesting comments. One has just been received from the Brooklyn Hospital in New York. Annette Auld, who is Secretary of the Association of Hospital Personnel Executives, says,

> Dear Mr. Hay:
> We have followed your recent series of articles describing the organizational structure and program content of three prominent personnel associations with much interest. We found these blue prints informative in guiding our program and membership plans for next year.
> Since you have indicated interest in the development of personnel programs in the hospital field I am enclosing for your information a release announcing our new staff of officers.
> The Association was organized in January, 1948 to fill a need which hospital personnel specialists had felt in New York for several years. Since its founding the Association has grown in membership, depth of program and influence in the hospital community.
> The establishment of formal hospital personnel departments is with a few pioneer exceptions a post war development. Our members feel that within a few years we have been successful in establishing effective and practical personnel programs in the larger voluntary hospitals. The swift development of personnel management in hospitals was made possible through the sound backing extended by hospital admin-

istrators and the broad experience received in industry by personnel executives before entering the hospital field.

Yours truly,
Annette Auld, Secretary
Association of Hospital Personnel Executives

The announcement to which Miss Auld refers tells of the election of Harvey Schoenfeld as President of the Association of Hospital Executives. He is Director of Personnel at St. Vincents Hospital. The Association is made up of the Personnel Executives associated with voluntary hospitals of the New York Metropolitan area. It was formed "to develop and improve sound personnel practices in hospitals, to exchange and disseminate information on personnel administration, and to standardize personnel terminology, procedure and methods of measurement." Meetings are held on the third Thursday of each month.

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The following 12-point outline has been published by General Electric Company as a statement of the position taken by the Company on proposed labor law revision, in testimony presented before the Senate and House Labor Committees.

SUMMARY OF POSITION TAKEN ON LABOR LAW REVISION
by representatives of the
GENERAL ELECTRIC COMPANY
before
SENATE AND HOUSE LABOR COMMITTEES

1. The closed shop should be prohibited. We believe employees should be free to belong or not belong to unions just as they individually please.
2. Jurisdictional strikes should be outlawed. The Government should have the power of prompt injunction to use when proved necessary.
3. Secondary boycotts injuring innocent bystanders or other third parties should be outlawed. Injunctive relief should be available as in the case of jurisdictional strikes.
4. Featherbedding provisions in the present law against pay for no work should be extended to prohibit pay for unwanted or unnecessary services.
5. The public should be protected against national emergency strikes —through compulsory delay by injunctions, if necessary.
6. Curbs on violence should be made more effective and be extended clearly to cover coercive mass picketing.
7. The non-Communist affidavit for union officers should be continued,

and the affidavit should also be required of company officers and of the bargaining representatives of both employers and unions.

8. Equal freedom of speech should be guaranteed to both unions and employers.
9. Unions and employers should have mutual legal responsibility to bargain in good faith, and should have mutual liability for breach of collective gargaining contracts.
10. Political campaign contributions and expenditures by unions and corporations alike should be curbed.
11. The functions of the Conciliation Service should be separate from those of the Department of Labor, and functions of the General Counsel should be separate from those of the National Labor Relations Board—so that there will be no intermixing in a single body of the function of advocate and judge.
12. Management should be free of any requirement to engage in collective bargaining with supervisors or other elements of management, since experience has demonstrated that a supervisors' union if not a part of the rank and file union will collaborate with or will be dominated by it.

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The last issue of the quarterly Journal of Economics, published at Harvard University contained an analysis of the Taft-Hartley Act by Dr. Sumner Schlichter. Professor Schlichter points out that some of the results of that Act were quite different from those which had been anticipated both by its supporters and its opponents. Among the more important results have been the following:

1. The Act has greatly invigorated the trade-union movement. It has made union leaders aware of the danger of letting their organizations become too dependent upon the government and has demonstrated to trade unions the importance of public good will or ill will.

2. The Act has demonstrated the overwhelming desire of union members for the union shop or closed shop and has helped unions to establish the union shop in plants where the only form of union security had been a maintenance-of-membership clause.

3. Although the Act temporarily interfered with the organizing activities of some unions by causing them to devote their organizing staffs to union shop elections, it has not halted the rise in union membership, which increased about as much during the first year of the Act as during the year preceding its passage.

4. The Act has greatly stimulated interest in political activities among trade unions and has helped unions to increase their political power.

5. The Act has had no lasting effect on the number of unfair labor practice charges brought against employers. About one unfair labor practice charge has been brought against a union for every five brought against employers.

> 6. The Act has weakened the influence of Communists in the trade-union movement, but other conditions have contributed to this result.

Among the provisions which Professor Slichter finds good in the law are:

> 1. Protection of employers against strikes and boycotts designed to compel them to violate the law by bargaining with a union other than the certified bargaining representative.
> 2. Protection of employes in their right to choose their bargaining agents without coercion or restraint from either employers or unions.
> 3. Removal of the ambiguity in the Wagner Act as to whether supervisors are employes within the meaning of the Act.
> 4. Requiring both employers and unions to bargain in good faith.
> 5. Limitations on financial payments by employers to union representatives—especially those provisions designed to protect health and pension funds against abuse.

Professor Schlichter believes that the prohibition against the closed shop is unwise as are the requirements for Union shop elections and provisions for handling disputes which "imperil the National health or safety." Professor Schlichter recommends that the following provisions be included in any successor to the Taft-Hartley Act:

> 1. Protection of the right to organize against the use of economic coercion by either employers or unions.
> 2. Protection of the right of workers to pick their bargaining agents free from interference from any source.
> 3. Authorization of closed shop contracts, but protection of the right of workers to join unions on reasonable terms and protection of union members from arbitrarily being deprived of membership.
> 4. Provisions making strikes over the jurisdiction of unions an unfair labor practice.
> 5. Workable provisions for dealing with disputes which imperil the national health or safety.

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Mr. Kenneth Royal, formerly assistant Secretary of War, recently discussed the principles of the newer training programs for the Army. He said:

> Principles learned in World War II and developed at the Universal Military Training Experimental Center at Fort Knox, Ky., have been incorporated into basic and advanced training.
>
> "These principles lie in the field of leadership and discipline. Leadership in our Army is based upon better understanding of basic human relations, a development of mutual respect and trust between the leader and the soldier who performs the many and varied tasks of the Army. Our concept of discipline is based upon the willing obedience of the informed soldier who, acting with his comrades, accomplishes

his tasks because of his intelligent understanding of their necessity rather than through external compulsion or fear.

"The objective of the training will be to produce a well-coordinated, physically conditioned, mentally alert, thoroughly trained soldier, capable of efficiently performing any task to which he may be assigned.

"In order to develop the individual as a soldier and as a citizen it is essential that he be given the maximum amount of personal liberty consistent with the proper performance of his duty. His training will seek to promote his individual initiative and resourcefulness, and it is our intention that these qualities not be handicapped or restricted by harsh or unnecessary discipline."

Sounds like the best practice in modern personnel relations. Ed.

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The magazine "Personnel" published by the American Management Association has recently inaugurated a series of reports on research projects being conducted in different Universities which have Industrial Relations Sections. An example is a recent report on Research being conducted by the Occupational Research Center at Purdue University. Among projects now in progress are one on Industrial Vision, another on Occupation Analysis, two on Management-Employee Relations and a project for developing and standardizing trade tests for 20 different standard trades.

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Quotations and reprints from Personnel Journal appear in a wide variety of publications. Among those recently giving abstracts from Personnel Journal are "Notes and Quotes" published by Connecticut General Life Insurance Company, Hartford, Conn. This is a monthly digest of articles on employee relations subjects. A recent one digested in "Notes and Quotes" from Personnel Journal was "Psychological Services for an Industrial Community" by Smith and Lipsett. The membership publications of the California Personnel Management Association frequently list articles which have appeared in Personnel Journal. The Prudential Insurance Company of America, Newark, N. J. issues each month the "Management Digest". One of the articles recently abstracted from Personnel Journal was "Discipline—The Staff Likes It" by Harry Goett. The "Digest of Neurology and Psychiatry" of the Institute of Living, Hartford, Conn., often prints abstracts of articles from Personnel Journal. Recent ones include "Labor Organization—Management's Fault?" by F. C. Smith and "Communication and Training—The Tools of Supervisory Development" by Eisenberg and Donerly. The "Management Guide" reprints something from Personnel Journal nearly every month.

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If two men on the same job agree all of the time one of them is useless. If they never agree both are useless.

In the course of a discussion on the relative merits of the titles "Personnel Director" and "Industrial Relations Director" one of the debaters summed up the situation with the remark that the only difference he could see was about $2000 a year in salary.

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A note comes from Arthur R. Laney, Jr. of the Washington Gas Light Company, Washington, D. C., who says "while reading your latest "Editor's Chats," it occurred to me that our Company, too, recently did a face-lifting job on the annual report. Copies were sent to all employees." This is the 100th annual report of the Washington Gas Light Company and is 28 pages printed with sketches and diagrams illustrating different features of the Annual Report. This report is not written primarily for the employees but is expressed in plain language so that anyone can understand it. Several paragraphs are devoted to matters relating to the employees of the Company.

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The Personnel Service Newsletter of the American National Red Cross credits the following bit of wisdom to one Dr. Leighton:

> "The striking thing about this new science of human relations is not the vast areas of what is unknown—which many are fond of emphasizing—but the degree to which *what is known is not used.*"

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The following story was told by Wade Shurtleff of Toledo as illustrating the need for greater skill in solving problems in the field of human relations in industry:

When we are confronted with technical problems in the plant we are industrious in attempting to find the answer through analytical, rational methods. For example, some years ago a staff meeting was specially called to discuss two problems: one concerned the enamel coating of the company's products, which had a tendency to flake off upon drying; the other problem was that of a pending strike of the company's employees. None of the executives present ventured any opinion on how to solve the enamel problem. Every one present freely admitted he was not qualified to solve it. This was a technical problem and required the services of a technician. Specialists from various paint concerns were called in to find the causes of the enamel flaking so that it could be remedied. On the strike situation everyone constituted himself an expert and had something to say. They exhorted and preached, deplored and damned, looked at the problem moralistically and emotionally. The inquiring, analytical approach with which they wanted their enamel problem handled was paradoxically totally absent now. The faulty enameling was corrected; the work stoppage occurred.

# Book Reviews

Discharge For Cause. By Myron Gollub. New York: Department of Labor, State of New York, Division of Research and Statistics, 1948. 88 p. $.70.

This manual is a study of arbitration awards made on the issue of discharge in cases of the New York State Board of Mediation between the years 1937 and 1946. An analysis is made of the "discharge for cause" clause in numerous union labor contracts. The author states in his foreword, "the meaning of 'just cause for discharge' furnishes a rewarding subject for the study of an emerging set of standards governing worker-employer relations." The manual sets forth principles rather than statistics.

Following the usual preface, foreword, and introduction there are 15 chapters. Each chapter contains an explanation of a principle and each chapter is supported with numerous "notes." These "notes" are mediation board cases cited by names of parties, date, name of arbitrator, and case number.

The first chapter of the manual is about the employer's authority in general and the second chapter explains whom the burden of proof is with in arbitration proceedings. The meaning of the term "discharge" is discussed in chapter three. The employees protected by a discharge clause of a collective labor agreement are defined in the fourth chapter. The necessity of resorting to contract procedure on the part of both the employer and employee in the orderly settlement of difficulties is clearly discussed in the fifth chapter. In the case of severance of an employee by discharge for cause the influence of the previous history of the employee is reviewed in decisions by arbitrators. Chapter six offers explanations of employee history such as previous complaints to the union by the employer, previous warnings and length of service of the employee.

Chapters seven through twelve contain discussions of the common causes of discharge such as dishonesty, imcompetence, insubordination, violation of rules, union activities acts outside the employer's jurisdiction, and such miscellaneous causes as absenteeism, intoxication, fighting, clash of personalities, and an accumulation of minor complaints.

The manual closes with chapters fourteen and fifteen which contain discussion of the shop steward and sanctions respectively.

This manual is not long and is easy to read and understand. It is well-organized and useful. Every personnel administrator will feel on more firm ground in the handling of his labor problems for having studied and digested the principles set forth. The manual would be an excellent tool to place in the hands of each foreman, or if supervisory education conferences are held, it contains fine source material for discussion of employee discipline and the clarification of the other features of the labor contract.

Lawrence G. Lindahl
The Todd Company, Inc.
Rochester New York

Wage Policy for Management by Sumner D. Charm, Funk & Wagnalls Company, New York, 1949.

It is refreshing to find a book on the subject of wages that is readable, interesting and at the same time fundamentally sound. In this short work we find down-to-earth examples which point the way to the definition and clarification of sound principles of salary and wage administration and the application of these principles to human relations in industry, particularly to situations involving collective bargaining.

Too frequently, specialists in salary and wage administration and collective bargaining are more intent on the theoretical perfection of a procedure than in its practical application. In the author's preface to the book he points out by several well chosen examples the foolhardiness of trying to apply theoretical ideas to practical situations unless they result from factual analyses of the existing circumstances. One cannot help applying the author's philosophy to efforts of psychological statisticians to develop, for example, plans of job evaluation and merit rating primarily designed to fit statistical theory rather than practical wage negotiation.

The book opens with what is perhaps an over-simplified but nevertheless quite understandable exposition of "the how and why of wages" and leads the reader through a discussion of existing methods of wage determination, the process of job analysis, evaluation and merit rating. Next discussed are various types of incentive plans, general objections to incentive plans and, in an exceptionally enlightening manner, the development and "sale" of an incentive installation. An excellent paragraph from this section should be quoted:

"An incentive can't aid a workman to overcome a mistake or understand a work problem. An incentive can't make a decision, encourage a man, or give advice where it is needed. An incentive can't plan, promote, direct, guide, or teach. The plant manager who feels that incentives can substitute for supervision is not aware of the functions of supervision. It is still the supervisor, the foreman, who must encourage his men to work. The incentive pays for the cooperation and the result. It takes good supervision to make incentives work." The same method is used in discussing merit rating.

From this point, the author describes his conception of the background of collective bargaining, the limits to collective bargaining in wage negotiations, and the practical aspects of negotiated wages. In his final chapter, "Looking Ahead," the author discusses benefit sharing and guaranteed annual earnings very briefly and arrives at a conclusion with which all sincere personnel men are bound to agree:

"For the problems that are coming, answers will be found, just as they were for the problems that already have arrived. The essential ingredients of a satisfactory solution are sure to remain honesty, good faith, and enough initiative to determine the facts and evaluate them realistically. With all the vigor which free enterprise has always displayed, there is no doubt that it will continue to do the job."

We began by saying that reading this book was a refreshing experience. In summation we suggest that, while there will be a few parts of the book to which

complete agreement cannot be accorded, all of those who are required to determine wage policy, to carry out wage policy, or to enter the lists of collective bargaining in connection with wages and wage determination will find a wealth of suggestions of a practical nature by reading this book.

Samuel L. H. Burk
Director of Industrial Relations
Pittsburgh Plate Glass Company

Beyond Collective Bargaining. By Alexander R. Heron. Stanford University Press, Stanford, California, 1949. 214 pages. $2.75.

The one and only objection to this book might be in its title. The title suggests, perhaps, that the subject matter is about the union-management relationship which follows the collective bargaining agreement. Instead, however, the author explores wide areas of employer-employee relationships which are not and cannot reasonably be considered a part of collective bargaining. In doing this the author makes the point that it would be unwise for any management to try to develop these areas in an attempt to weaken the union's influence.

These areas beyond or aside from collective bargaining include employment practices, induction and orientation for new employees, training programs, the dissemination of information, collecting employee ideas, providing the workers with adequate emotional outlets, securing the cooperation of union leaders, and so on.

Mr. Heron points out that many management men are reluctant to discuss these problems with union leaders for fear that they may become matters of collective bargaining. However he believes that we are entering a new era of collective bargaining and since union leaders are the personal leaders among employees, management would be wise to enlist their aid in this new era of "collective planning." Continued unilateral action on the part of management—with human nature being what it is—will serve only to antagonize union leaders and cause them to resist. This is sad but true.

No matter how the employer has reached the contract agreement—whether by bitter defeat, resignation or willing acceptance—". . . he must go on to the mental and emotional decision that his employees have not insulted him by forming or joining a union." He must show a confidence in union leaders ". . . which will make those leaders act so as to be worthy of his confidence."

This book is well written and should provide management with many ideas to use in planning positive action. Only in this way can management free itself from the negative attitude which is so harmful in collective bargaining. Whether we like it or not, a better relationship is possible only if the acts of management have the approval and consent of both union leaders and employees. A desire to defeat the union will prolong the struggle.

F. C. Smith

GETTING RESULTS FROM SUGGESTION PLANS. By Herman W. Seinwerth. New York: McGraw-Hill Company, 1948. 223 p. $3.00

This book tells how to install a suggestion plan and how to make it work. If you do not now have a plan in your plant you can install one and by following this book carefully assure the success of your plan. If you already have a plan you will be sure to gather some ideas that you can use in your own plan or you will be able to review and strengthen your present one.

Seinwerth's book shows how to get ideas from employees. And, as the author states, "Ideas make Jobs." Another aspect of suggestion plans is that of serving as a medium of communication between employees and management. The psychological value to the employee of having some way of "getting things off his chest" other than by the grievance system is unquestionable. Technically minded people need a plan by which they can release technical ideas. Others need a plan for releasing ideas concerning working conditions, type of work, and other factors important to the working group. All employees have ideas that are worth money to the company and to themselves.

The author of the book has arranged its contents in logical fashion. There are four parts which include 25 chapters and a bibliography. He starts with an introduction elaborating on the benefits of a plan and how to install one. This is included in Part 1 which contains four chapters. Six chapters in Part 2 explain policy. Ten chapters give the "know-how" of procedure in Part 3. Part 4 contains an analysis of successful suggestion plans. Four typical plans from manufacturing industries are exhibited.

The book is easy to understand, matter-of-fact, practical and logical. It constitutes a manual or handbook and should be a part of every personnel director's "tool kit." Mr. Seinwerth has given an excellent summary of suggestion plan administration to the personnel field. Perhaps someone will now come along with some research and experiments in the psychological aspects of suggestion plans for further development of employee job satisfaction.

LAWRENCE G. LINDAHL
THE TODD COMPANY, INC.
ROCHESTER, NEW YORK

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PERSONNEL ASSISTANT, job analyst and wage administrator. Veteran, 10 years experience, last 3 years in 1000 bed general hospital. Age 31, married, currently employed. A.B. in mathematics, substantial training in psychology and statistics. Familiar with chemical and aluminum industries. Seek opportunity for advancement. Box 69, Pers. Jour.

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PERSONNEL. A.B. Economics; M.S. Psychology; most requirements for PhD Psychology completed. Seven years experience in production control, industrial research and industrial relations. 32 years of age, married, family, ex-AAF officer. Desire position offering opportunity for personnel research. Salary secondary. Box 71, Pers. Jour.

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PERSONNEL DIRECTOR—Wellesley College woman with graduate personnel training Columbia University and fourteen years experience personnel management wishes to transfer to modern company seeking to improve its employe relations and cut costs. Present and preferred location New York City. Young, attractive, ambitious and able to take responsibility. Present salary level $6000. p.a. Detailed resume upon request on your letterhead. Box 72, Pers. Jour.

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LABOR RELATIONS MAN WHO: Stopped foremen's union dead after 50% of supervisors (1000 men) had already signed pledge cards. Saved $20,000 in payments to union by tightening grievance procedure. Reduced grievances 10% and increased number settled by first-line 15%. Over 7 years "blue chip" industrial relations experience. Columbia M.A. Aged 32. Box 73, Pers. Jour.

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# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, Edward N. Hay. Secretary, D. D. Hay

*Volume 28* *Number 5*

## *Contents for October, 1949*



Edward N. Hay, *Editor*

D. M. Drain, *Circulation Manager*

# Conference Calendar

**OCTOBER**

13–15 Columbia, Missouri.
*University of Missouri.* Industrial Management Conference. In cooperation with Associated Industries, the Industrial Relations Club of St. Louis and the Industrial Council of Kansas City. Prof. Russell S. Bauder, Chairman.

18–19 Berkeley, California. Claremont Hotel.
*22nd Pacific Coast Management Conference.* Everett VanEvery, 870 Market St., San Francisco, Cal.

24–27 San Francisco. Palace Hotel.
*Civil Service Assembly.* Annual Conference on Personnel Administration. 1313 E. 60th St., Chicago 37.

26–28 Chicago The Palmer House
*National Metal Trades Association.* Annual Convention, Golden Anniversary. 122 S. Michigan Ave., Chicago 3.

**NOVEMBER**

3–4 New York. Hotel Statler.
Society for the Advancement of Management. Annual Conference. Lawrence Heyl, Jr., 84 William St., New York 7.

4–6 Vancouver, British Columbia. Hotel Vancouver.
Pacific Northwest Personnel Management Association. 11th Annual Conference. M. D. Whidden, Vancouver Sun, Vancouver, B. C.

15–16 Philadelphia. Warwick Hotel.
*Chamber of Commerce of Philadelphia.* Fourth Annual Industrial Relations Conference. R. F. Vogeler, 17th & Sansom Sts., Philadelphia 3.

22 New York. The Waldorf-Astoria.
*National Industrial Conference Board.* Regular Conference. S. Avery Raube, 247 Park Avenue, New York 17.

What do your employees think about the way you manage salaries—decide what their pay is to be and who gets a raise? This is a "high spot" summary of an important recent study by the National Industrial Conference Board; one of the few ever made of employee opinion about salary management which was based on information secured directly from the employees themselves.

# Employees Look At Salary Administration

By S. Avery Raube, Director, Division of Personnel Administration, The National Industrial Conference Board.

By the end of the war a host of companies found their wage and salary structures out of gear. Government had been calling the shots. From far away places, increases in income were granted to one group of employees and denied to others. So-much-per hour increases were specified for some. For others, movement within established ranges was permitted on a percentage rather than on a flat sum basis. Government action was sufficient, by itself, to cause widespread disruption. Yet companies made their own contributions to the confusion.

Few companies had paused long enough to formulate basic compensation policies. It was the exceptional company that had identified precisely its intentions regarding compensation. Under what principles are wage and salary matters within a company best determined? What criteria are to be used with respect to determining hiring rates and progression within ranges? What relationship does a company believe should exist between hiring rates and rates paid to employees already on the pay-roll? What about differentials between various levels of jobs? In the main, these questions were answered primarily by decisions of expediency.

By and large, pressures for increases had been strongest from the wage earner groups. Under the circumstances, the squeaky wheel had received the most frequent greasing and in the largest amounts. Where this occurred, the salaried employee suffered by comparison as did good salary administration policies.

During the period immediately following the war, these inequities grew greater.

In most cases, expediency rather than basic policy continued to govern salary decisions. And in spite of additional doses of lubrication here and there the wheels produced louder and more penetrating squeaks. And the inequities became still greater.

This condition produced a feverish desire in many companies to correct the situation. Streams of inquiries came to organizations like The Conference Board asking, "How are other companies handling their salary administration problems?" These inquiries were inevitable under the circumstances and therefore no special insight was required to anticipate them. Accordingly, by the time they began to be asked The Conference Board had started the investigation which culminated in its recent report, "Employee Salary Plans in Operation."[1]

A new method was followed in conducting the study. As a matter of fact, the results of the study could be achieved only by the research method that was used. In order to comprehend the overtones of the findings as well as the results themselves, it is necessary first to know precisely what was done and how the project was conducted.

## What Was Done—The First Phase

There were two phases to the project which was comprised of case studies of nine companies. In the first phase Herbert S. Briggs of the Board's Staff visited the participating companies. During his visits each company supplied detailed information as well as relevant background data about its salary administration plan. Answers to innumerable questions like the following were furnished:

"Precisely how are salaries determined?

"Who in the organization is responsible for their determination?

"What executives participate in rate-setting decisions?

"How are the various jobs distinguished one from another?

"What use, if any, is made of salary surveys? Who conducts them?

"How frequently are the salaried employees paid? Are they paid by check or cash?

"Have the company's salary policies been reduced to writing? What are they? How are they made known to the employees?

"What are the promotion policies?

"What are the procedures for securing salary increases?

"What are the criteria for determining whether a salary increase should be given?

"Are individual salaries reviewed periodically? If so, by whom? And when?

"How long is the normal workweek?

"If rate ranges have been established, are they rigidly observed? Are there any employees whose salaries are outside these ranges? If so, why and what is the company's intention with regard to them?

[1] The full title of the report is: "Studies in Personnel Policy, No. 100: Employee Salary Plans in Operation." National Industrial Conference Board, NYC, June, 1949 (Available only to Associates of the Board).

"What has the company done to acquaint employees with the details of its salary policies and procedures?

"What supplementary compensation and benefits are there for salaried employees?

"Who administers the salary administration plan and what is his place in the corporate organization structure?"

After the answers to these and many other questions had been secured they were verified with the appropriate executives in the company. Individual case studies were prepared in considerable detail. They followed the pattern of many case reports previously prepared over a span of years by The Conference Board on other subjects. But in several of these earlier reports The Board had begun to recognize that no matter how painstakingly the data were collected, or how competently the results were analyzed and interpreted, answers to certain important questions were lacking? What is the impact of the practice in question on the employee? What does he like about it? What does he dislike? Does he understand it? Does he accept it? Is his morale higher or lower because of the practice?

## The Second Phase

The "something new" that was added to the study was aimed at this unexplored area in salary administration. Stephen Habbe, of the Board's Staff, followed Mr. Briggs' visit to each company. He met with groups of salaried employees at each company. He secured their cooperation in filling out a prepared questionnaire which asked them what they thought of their company and their job and, particularly, what they thought of the way salary matters were handled. He also met with the first line supervisors ot these employees. The questionnaire which they filled out, was also specially designed. It resembled the employee questionnaire in general but it contained questions about the supervisor's part in administering the salary plan.

At each group meeting the purpose of the meeting was explained and the questionnaires were distributed and filled out. The employee form consisted of twenty-eight questions with a choice of answers for each. There was also a sheet of directions and a blank page for comments. A majority of the questions related to salary matters. But, for several reasons, questions on other matters were asked. It was thought unwise to focus the attention of the participants solely on the one topic. It was also reasoned that better answers would be obtained if questions were asked on different subjects, adding interest to the questionnaire. And it was recognized that it would be important to measure the attitude of employees on certain general job and company matters. This would in turn provide a backdrop against which the answers to the salary questions could be viewed in perspective.

In the nine companies 367 first-line supervisors and 3,155 employees participated. (All salaried employees who were available were included.) Sixty-five per cent of both groups used the blank sheet at the end of the questionnaire to add their own comments.

## The Completed Forms

The completed questionnaires were brought to New York City and the replies were tabulated. The comments were typed out verbatim. Each company received a report showing how its salaried employees answered each question. The report also included the typed comments arranged by departments. The data from each company were studied first in the light of the information that had been secured about the salary plan from the executives. The points that appeared significant were prepared for publication. The final step consisted of a careful study of the overall data of the nine salary plans and the reactions of all employees. This produced material for the "General Findings" and "Commentary" sections of the report.

It was considered important to use "commentary" rather than conclusions because the reader, like the Board's Staff, must constantly bear in mind that the results of the study are not final. Nine companies and somewhat more than 3,000 employees are not many. At the same time, it is believed that the results throw new light on the subject of salary administration that will help executives sharpen their opinions on these, and perhaps other personnel matters as well.

## About The Companies

Before highlighting the findings it may also be desirable to refer to the companies briefly surveyed and the type of salary plan in each. All nine companies are located east of the Mississippi. Seven are engaged in manufacturing; two are public utilities. The number of wage earners and salaried employees varies from 1,340 to 15,600. The salaried employees in two companies are represented by a collective bargaining agreement.

The companies were chosen not only because of these variations but also because their salary plans were different. Two companies had not evaluated their salaried jobs according to any formal plan. In the remaining seven, job evaluation plans had been installed and in operation for periods of two months to five years. Of these, one was a factor comparison plan and six were of the point variety. In two companies, the chief financial executive was responsible for administering the salary plan. The plan's administration was centered in the division of personnel administration in the other seven. Formal merit rating plans are used in three companies. A fourth company was about to add such a plan when the survey was conducted.

## Fact And Comment

As one might expect, a great mass of material was secured through the attitude surveys. So much of it was of interest to executives everywhere that it was difficult to condense the data sufficiently to keep the published report down to a reasonable length. It is even more difficult to reduce the report to a few hundred words without serious risk of overgeneralizing. Several items, however, stand out with particular prominence.

The things that the participating employees dislike, as well as the things they like, about the nine salary plans fall primarily into three classifications: Communication, Policy Formulation, and Organization Structure. These will be recognized at once as three of the essentials of sound personnel administration.

1. *Effective Communication—The Practice of Consultatiou and Explanation.* A good salary administration plan based on accurate job descriptions, fair job gradings, and regular merit ratings is not enough. The best plan will not sell itself to everyone. And just because the company says the plan is good is not enough either. As pointed out in the report, people are not often in favor of things they do not understand. Yet, "Don't understand it" accurately paraphrases the many comments revealing (for example) a lack of understanding of job evaluation, or misconceptions of its purposes and operations.

The same lack of understanding was reflected in the comments of some supervisors. They didn't understand the plan they were helping to administer. This was the case in one company that had gone to considerable lengths to acquaint its supervisors with the details of the plan only two years before the survey was made. But to the company's surprise, the results showed that it had not explained enough either in depth or in frequency. Part of the problem may also be the fact that supervisors in many cases have little opportunity to participate in the formative stages of such a plan. Or, in the case of older supervisors, they may merely be "told" rather than sold.

"The job analyst didn't know enough about my job to grade it fairly" was a frequent comment that may or may not be justified by the facts. But these comments are important because the attitudes they reflect affect job performance. One executive asked himself three blunt questions when he encountered this type of statement: "1. Why didn't we know that this particular dissatisfaction existed? 2. Why weren't steps taken at the time of the grading to explain it? 3. If the comments are justified, why did the gripes remain unidentified and unadjusted?" The answers to these questions are, of course, all within the area of communication.

Significantly, one of the principal findings of the survey was the lack of understanding and the lack of enthusiasm for systematic plans of salary administration. Understanding and acceptance seem to go hand-in-hand.

2. *Formulation of Policies.* The results of expediency as contrasted with decisions made under the authority and within the limitations of carefully established policy were referred to earlier in the article. It should be pointed out, however, that mere establishment of policies is not enough. *Procedures* for implementing them must be worked out with equal care so that the policies can be put into *practice.*

Critical employee comments in this area fall primarily in two categories: 1. those which seem to emanate, not so much from the absence of definite policies, but from failure to implement them properly, and 2. those which stem from employee misunderstanding or lack of understanding. And it may be significant that the one company in nine that had made no effort to identify its intent on salary matters, fared poorest on the replies to most questions in the survey.

This raises a question about a fine distinction between understanding and selling. There is some danger in attempting to achieve acceptance solely by developing a high-powered sales campaign. A plan can be oversold. The point to remember is that what is done in *practice*—the day-to-day experience of the empoyee—must match the sales talk. In the beginning, these are most properly aimed at answering the employee's natural questions about "What will this new thing do for me? How is it going to affect me? What recourse will I have if things don't go right for me?" Except for a change in tense, these same questions continue after the plan is in operation. Widespread acceptance, therefore, becomes the product of personal experience that is satisfying.

3. *Sound Organization Structure.* The top executive of a well-known company who is also an outstanding authority on corporate organization structure has stated repeatedly that wherever a sound organization chart is lacking, either in fact or in universal application throughout the company, dissatisfaction is bound to be present. He might have added, ". . . including salary matters."

Certainly an initial step in the development of sound organization is the analysis of all jobs. Who has what responsibilities and authority? And equally important, where do each employee's responsibilities and authority end? In the current study, dissatisfaction with pay in relation to job content was mentioned frequently whereever the jobs had not been analyzed carefully or where changes in job content had not been recorded and adjusted.

## Employee Comments

Some of the selected employee reactions follow. They are taken almost verbatim from sections of the report:

"Job evaluation is too mechanical and too impersonal." In some companies, raises are given to 90% or even 95% of the employees at regular intervals. Molly does half again as much work as Polly but both girls have the same job title and they get the same raises. Why, Molly asks, should she exert herself?

"Job Evaluation limits initiative." This criticism is similar to the one above. Many employees said, "You can go only so far under our evaluation plan. Each job has a ceiling and you can't go above it. When you reach it, you're stuck for life. We like the jobs we have now. We spent considerable time and money preparing for them. We don't aspire to higher jobs, but we don't like the idea of a fixed limit on the jobs we're doing now."

"Job evaluation is supposed to make everything fair, but in our company there's still plenty of favoritism." Four items in the questionnaire asked about favoritism. There were, of course, some feelings of favoritism in all the companies surveyed. It cannot be said that the companies with job evaluation fared better in this area than the companies without it. The company rated freest of favoritism by its employees used job evaluation; however, favorable scores also were received from one

of the two companies without job evaluation. The "lowest" company had job evaluation.

"It's just another one of management's tricks to keep employees down." This was the most critical, and perhaps the least discerning, of the employee remarks It was not made frequently.

"Decide our raises and promotions mostly or entirely on the basis of merit" was voted eleven to one as contrasted with "mostly or entirely by length of employment." This finding is in line with other surveys.

It would be a rare business executive who would disagree that a systematic compensation plan is preferable to one that is the product of expediency. The fact that there are criticisms of systematic plans in the minds of employees does not mean that these plans, in themselves, are basically unsound. Rather, the criticisms direct attention to the many things that have not generally been thought of as part of the plan.

Systematic payment plans have flourished only during the last ten years. The problem now is to make these plans more effective.

# About the Authors

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The author's intimate knowledge of the way in which rank-and-file workers think and act has enabled him to make this interesting analysis of the difference in attitude towards union organization of shop and office workers.

# Why White-Collar Workers Don't Join Unions

By F. C. Smith

Frequent mention is made of the fact that only a few white-collar workers have joined labor unions, whereas millions of factory and industrial employees have eagerly welcomed unionism, beginning with the great organizational drives of some thirteen years ago. Some men believe that this is because there have been more articulate leaders among industrial workers than among white-collar groups. Other men believe that the white-collar group has been reluctant to think of itself as being a part of the laboring class and for that reason has shunned union organization.

However, if we consider this carefully it becomes apparent immediately that a number of factors were present which encouraged union organization among factory and industrial workers, but which factors were either absent or existed only in small degree among the white-collar employees. Before discussing these, let's look first at those factors which gave momentum to the mass unionization drives of industrial workers which began in 1936. At that time, and during the next few years, several million men joined the union, and these men were eager to strike only for the indefinite and vague goal of union recognition.

And the great motivating force behind these strikes was the resentment and actual hatred which the workers felt for supervisors and management men. Both the organizational drives and the strikes for union recognition were successfully conducted largely because of the emotional outlets which such activity provided for the workers. The accumulation over the years of both real and fancied grievances found expression in this behavior. Thus, union organizers cashed in on the resentment which was already present. They did *not* create the resentment. And so, because of these emotional reasons, the workers were ready and willing to battle the companies. They hated the "enemy" and thus had great enthusiasm for the cause.

Let us skip over the years to 1949 and we find unions everywhere demanding pensions and social insurance. These, of course, are concrete goals—not vague ones—

and they are intended to furnish the security which men supposedly seek. And yet, not one of the hundreds of workers to whom I have talked, with the exception of the union leaders, was willing to strike in support of these demands. Instead, there was violent opposition to strike action, with large numbers of the men threatening to leave the union if a strike occurred.

## Have Workers Stopped Hating the Boss

Why should this be? Why should men be enthusiastic about striking for a vague goal and then be in violent opposition to striking for a concrete goal? The answer appears to lie in the fact that workers no longer hate and fear the boss. With the development of orderly grievance procedures, workmen have been provided with outlets for their real and fancied grievances, and in this way much of the emotionalism which characterized unionism a few years ago has largely disappeared. From this we can readily see the important part which emotionalism plays in the union-management relationship.

Many writers have attempted to explain unionism only in terms of wages and conditions of employment. In doing this these writers have discussed human behavior as though it was the natural consequence of logical thinking. But they have forgotten that human beings are more emotional than reasonable, and that the continuing demands for increased wages and for improvements in the conditions of employment, although often justified, are in many cases the result of emotional causes such as hatred, fear, resentment, frustration, lack of a feeling of dignity and so on. These are the real factors which have caused the rapid growth of industrial unions and have made the job of the union organizer comparatively easy. And these are the same factors which have been largely non-existent among the white-collar employees.

In any comparison between industrial workers and white-collar employees we must remember that the latter, because of their being "dressed up" and because of their rather close association with management men, have been able to feel a little above their laboring brethren. They have also enjoyed for years many privileges which have been denied to the working "Joes." In addition they have been able to settle most of their grievances on the spot, without having experienced too many pent-up frustrations because of unresolved wrongs. Of more importance, however, they have in most cases been treated as ladies and gentlemen, and they have seldom suffered the humilation of having been compelled to do favors for the boss under the threat of penalization, of indiscriminate discharges and in many other ways. Thus, while the white-collar employees have been able to maintain their essential dignity, industrial workers have not.

In other words, the white-collar employees have not felt the same *emotional* need for unionism. Even the fact that the pay of these employees have always been less than that of industrial workers has not been sufficient enough to motivate union organization. They have not hated the boss enough.

How do you select Salesmen? Do you pick them for their "outer" qualities; those characteristics directly related to selling, such as the ability to influence the prospect to buy? Or do you also measure the "inner" qualities, such as persistence in the face of discouragement? The author discusses the nature and importance of these "inner" qualities.

# How to Select Better Salesmen

By Jack H. McQuaig, J. H. McQuaig & Co.,
Industrial Psychologists, Toronto, Ontario.

Most sales executives can select salesmen by an interview, and by adding up impressions after they have seen and talked with applicants. Nobody is in a finer postion to judge the type of personality best adapted to calling on the Company's customers and to building goodwill than the Sales Manager. He knows his products and the proboems of his organization. And, he knows the kind of salesman it takes to put across the sales message and, at the same time, act as the liaison man who will create a good impression with clients.

If a Sales Manager can pick his men well, why is there a larger turnover in salesmen than in most other types of personnel? An answer to this question calls for some examination of the reasons for which salesmen are fired or leave their jobs. Some leave simply because they do not have the personality qualities or aptitude for selling. Others start out with a good record then slip; or else they develop bad habits and become erratic in performance. In other words, there are two reasons for failure:

(1) Inability to sell
(2) Inability to keep selling over a period of time.

## What A Salesman Must Have

This means, then, that a good salesman must have two sets of personality qualities:

(1) Those which enable him to get along well with people, to inspire confidence and to influence the customer to buy,
and

(2) Those which enable him to keep going and to show steady, persistent effort in the face of adversities and discouragements.

The first group of personality characteristics can readily be appraised by Sales Managers or Sales Supervisors who have had experience in the field and who know intimately what a man must have in order to maintain friendly relations with Company clients and influence them to buy. These characteristics can best be assessed in an interview and by talking with prospective candidates, or by sizing them up in social situations.

The second group of qualities is more intangible and much more difficult to appraise. They do not show up on the surface and are well described as the "inner qualities" which makes a salesman. A man's attitudes, motivation, stability, maturity and ability are determined by these inner reserves. They are the characteristics which keep him on the job on days when the going is tough. They enable him to show self-control, to assume responsibility, to persist in his work and to forego his personal interests in order to produce results. Here is a group of characteristics often entirely overlooked in the selection of salesmen, because they are beneath the front which is seen in a casual interview and because they are difficult to measure.

Some Companies insist on several years' training in the plant or warehouse for all prospective salesmen in order to watch them over a period of time and to see how they stand up in a practical setting. This is a sound method of determining, before a man goes out on the road, whether he has the drive and stability to make the grade in selling. However, the latent weakness in this method is that no inside job requires the same emotional stamina and staying power as selling. Men who look strong on inside jobs often "fold up" when they get out in the field. The only perfect way to guage the staying power of a salesman is to try him out on the actual selling job. Fortunately, however, there are faster methods of appraisal which will give a fairly close approximation of what a man's ability to "take it" will be on the firing line. It is in the quick appraisal of these qualities that management can use the services of the consulting psychologist to advantage. The psychologist should understand the structure of personality—why people behave as they do—and he should have the techniques available to appraise personality. He should be able to advise the Sales Manager whether a man has the emotional stamina and the determination to maintain success as a salesman over an extended period of time.

## Five Things to Know

The psychologist is interested in five things about a man which do not show in casual interviews:

(1) Attitudes
(2) Motivation
(3) Stability
(4) Maturity
(5) Aptitude for Selling

(1) *Attitudes.* Has he any strong prejudices that might interfere with his effectiveness on the job? Does he dislike some minority groups such as Chinese, Italians, Greeks, etc., with whom he may have to do business? Does he have radical opinions in politics, religion, etc., which might involve him in conflicts with clients? Does he feel that he is smarter and superior to other people generally? Does he think that the way to advance himself in the organization is mainly through polishing apples with the Sales Manager, etc. etc. A man's attitutudes towards life in general reveal a wealth of information regarding the type of job situations in which he will be most effective.

(2) *Motivation* is the force that pushes him to seek achievement, recognition, security, new experiences and success. In a practical sense, motivation determines whether a man will work for money, for prestige or because he loves the particular job or because he gets satisfaction from achievement.

(3) *Stability* is the quality which enables a man to hold his performance on the job steady and to keep up a persistent effort toward success. It means constancy and steadfastness of effort and good direction and control of his energies.

(4) *Maturity* is really a man's capacity to assume responsibility. If he has the independence to stand alone, consideration for the feelings and welfare of others, self-control in social and business situations, then he is getting close to being a mature person. Many immature men are congenial and co-operative in casual interpersonal relations. They often get along well with people in social situations and are well liked by others. In fact, they deliberately make themselves likeable and pleasant so that they can attach themselves to people and use them to advantage. Immature men often are very impressive in casual employment interviews and are sometimes successful in talking themselves into jobs which are much beyond their capacity. Their weaknesses usually do not begin to show up until they are subjected to some discipline or have to meet the adversities of a tough job.

(5) *Aptitude for Selling.* A strong interest in selling combined with the personality qualities which enable a man to get along well with people and gain their confidence, adds up to a high aptitude for selling. Men of this type are usually popular. They like people and enjoy working with others and trying to influence them.

If a man has the right attitudes, good motivation for selling, stability, maturity and sales aptitude, he is likely to succeed in spite of some handicaps of personal appearance and a smooth approach. This accounts for the experiences which Sales Managers have in finding some unlikely looking men among their top producers. Also, it accounts for the diappointments which Sales Managers experience in some men who look good on the surface and who sell themselves well in an interview. Unfortunately, there is no correlation between good outer qualities and good inner qualities, nor is it possible to measure "inner qualities" by a casual interview.

### Tools for the Psychologist

There are four things which the trained psychologist may use to find out whether a man has the required "inner qualities" for the selling job in question:

*Questionnaires.* Nobody knows his own characteristics as does the man himself, if he can and will appraise himself honestly. Often by giving him personality questionnaires, he will reveal some of his inner qualities. There are certain questions which it would be impossible to ask a man during an interview and yet which he will answer readily in the form of a questionnaire. Also, by scoring his answers in a standard manner, it is possible to arrive at some form of an objective measurement.

Often, instability, introversion and lack of real confidence are revealed in this manner. However, tests of this type should not be used as an end in themselves but merely as a means of revealing strengths and weaknesses which should be checked in the interview. The limitations of the questionnaire method of appraisal are:

(1) Men have varying degrees of honesty with which they will answer. The dishonest person is shown up to advantage, while the honest man is penalized.

(2) Men have different abilities for appraising themselves. Some men who are honest enough are lacking in the required insight to do a satisfactory self-appraisal.

These two limitations have to be considered in evaluating any questionnaire personality test.

*Tests.* A general intelligence test will give some indication of the level at which a man is capable of functioning effectively. In some types of selling, a high measure of intelligence is an advantage. In other types of selling, it is a disadvantage. Whether high intelligence is good or bad can only be determined by testing a group of good and poor salesmen in the particular industry to see what level of ability the good men have. Aptitude tests are of limited value in selecting salesmen except in specialized industries where certain aptitudes are necessary for selling success.

*Projective Techniques.* The Thematic Apperception Test is a series of pictures each of which portrays either a scene or a situation involving people. All are designed to stimulate the imagination. The subject is given these pictures and is asked to tell brief stories about what he sees in each. Usually, he identifies himself with one of the people in the picture and attributes his own feelings and emotions to that character. In telling what he sees in the pictures, the subject is unaware of the exact nature of the qualities he is revealing about himself. To the trained interpreter, he lays bare his attitudes, motivation, sociability, etc., etc. Things which he will not reveal in questionnaire tests or in the interview come to the surface in this projective method.

The interpretation of the T. A. T. is a highly technical job requiring skill and long training in this specialized field. It is particularly effective in personality appraisal

because it gets beneath the front which the candidate consciously puts up when applying for a job.

*Clinical Interview.* This is the most important appraisal method because it is a check on the other three. Important aspects of the personality are revealed in the clinical interview. The psychologist who understands the drives and emotions behind human behaviour can make a rough prediction of what a man will do in the future from what he has done in the past. The theory behind the clinical interview is the fact that men do not change much in their basic habits from one year to another. Their personality qualities are formed during childhood and adolescence and, except in unusual circumstances of adversity or good fortune, they do not alter greatly. In the clinical interview, the psychologist attempts to get a complete history of the individual's adjustment in every area of life, i.e., family, education, hobbies, work, social, economic, spiritual and health.

The two big problems in interviewing are to know the technique for getting the real facts and, once the facts are revealed, to be able to interpret them. This requires years of training in the art of interviewing, a knowledge of personality development and the symptoms of immaturity and instability. These latter qualifications can only be obtained by formal study in the field of psychology.

## Making a Prediction

When the data from questionnaires, tests and projective techniques have been verified by the clinical interview, it is possible to make a reasonably adequate prediction as to whether the individual is capable of doing the particular job effectively. Before new candidates can be properly appraised for the selling job in question, the psychologist should have a complete job analysis of the position for which the man is being considered and he should have made an appraisal of several men who have been successful in the job and several who have been unsuccessful.

If you are having a large number of failures among your salesmen, maybe you are appraising only half the man; maybe you are putting too much weight on appearance and the outer qualities. A report by a competent consultant on the inner qualities of future candidates should help you to reduce your turnover by a good margin. In addition to helping you select the right man for the job, a psychological appraisal of his personality structure will enable you to know the strengths and weaknesses of a man before you hire him. It will help you to know the type of territory in which he will work best, how quickly he can absorb training, whether he will be best on his own without supervision, or should work under some qualified branch manager, and whether he is potential executive material or not.

Why do workers worry and feel jittery and insecure? Many do. If the causes could be discovered there would be fewer quits and strikes. This study reveals some of the reasons for workers' feelings of insecurity and points the way to their elimination.

# Why Workers Feel Insecure

By John W. Hancock, University of Illinois.

The forces of insecurity and resentment on the job are the bases for much of the turmoil within a shop. If these feelings can be removed or reduced, many of the surface causes of departmental strife, work stoppage, quits, and strikes will lose their potency. In an effort to determine the main causes for such insecurity and resentment, a series of 22 statements were arranged, each statement presumably being a cause of such feelings.

Four original hypotheses were considered: (1) Certain items would have more force generally than certain others; (2) In a given work group certain items would be marked more frequently than in certain other work groups; (3) If the second hypothesis is true, these statements may reveal existing conditions within the particular work group rather than merely general opinions on the part of the workers. (4) With this list as a base it may be possible to construct a scale to detect organizational instability and its causes before they become plant problems.

## The Questions

The opinionnaire was administered to five groups totalling 254 men ranging in age from 18 to 54. A description of the composition of each group follows. Group I: a civic luncheon club (114 persons) made up largely of business and professional men, many of whom operate own store or business. Group II: (59 persons) engaged in the occupation of retail lumber sales. None of them is an owner of business. Group III: (32 persons) from the same business organization, ranging from foremen to division managers. Group IV: (27 students) of Industrial Psychology all of whom had had previous work experience. Group V: (22 persons) adult students in an evening class in Industrial Relations, coming from different business organizations, representing unions, management, non-union workers, owners or operators of relatively small businesses. Each person was asked to indicate which three items are the most

important causes of insecurity and resentment, in order of their preference. Table I gives the twenty-two questions.

Many of the persons in groups III to V were asked whether they were giving merely their general opinions, or whether their answers were influenced by recent events at the places where they work. Finding that more than half of them indicated the latter, group III was asked to answer the twenty-two questions a second time, just at the time when union wage contract negotiations were taking place. The

TABLE 1

CAUSES OF INSECURITY AND RESENTMENT

INSTRUCTIONS: After reading the following items, place a number 1 in the box opposite the statement you believe is the most important cause of insecurity and resentment. Place a number 2 in the box opposite the item that you believe to be the second most important cause. Then place a number 3 in the box opposite the item you believe to be the third most important cause.

1. Being kept in the dark as to whether one's progress is satisfactory or not ☐
2. Not being given credit for something one has suggested or done ☐
3. Boss takes credit for your idea or deed ☐
4. Being bawled out or criticized before others ☐
5. Unjust criticism ☐
6. Not having action taken promptly on a grievance ☐
7. Not being accepted by your work group as "one of the gang." ☐
8. Being placed on job for which one has had inadequate training ☐
9. Lack of follow-up by supervisor to see if job is being properly done ☐
10. Being promised something which does not materialize ☐
11. Being subjected to treatment (unliked) not given to others ☐
12. Being kept on a job which one does not like ☐
13. Not being informed of plans which are being made on things which affect one's well-being. ☐
14. Not being included in activity of which you wish to be a part ☐
15. Having leadman spend more time with others ☐
16. Hearing of a criticism of one made to someone else ☐
17. Not being permitted advancement, when you have ability, just because others have been on job longer than you have ☐
18. Rumors circulated which are contrary to your well being ☐
19. Not given courteous treatment at a meeting where you try to express your opinion ☐
20. Being shunned by other workers when a work-team is being made up ☐
21. Not being paid as much money as you think you are worth ☐
22. Being given the hard jobs because you can be depended on to do them ☐

leading items were now found to be in a different order; 21, 17, 4 instead of 4, 10, 17. Item 21 relates to wages and shows the influence of the discussions currently taking place. The improvement in the ranking of item 17 apparently reflects the importance of seniority in the minds of the men by reason of the discussion then taking place over the union agreement. [See Table II].

The results of this preliminary study appear to warrant further work with a new list of items made up from the original 22 item list and other items suggested by the participants. The following details will be considered in the further investiga-

TABLE II

Group Choices of Items in Order of Preference

| GROUP | ITEM CHOICE I | ITEM CHOICE II | ITEM CHOICE III |
|---|---|---|---|
| I | 4 & 13 | 10 & 3 | 1 & 5 |
| II | 1 | 17 | 10 |
| III 1st Admin. | 4 | 10 | 17 |
| 2nd Admin. | 21 | 17 | 4 |
| IV | 17 | 1 | 3 & 5 |
| V | 13 & 10 | 1 | 4 |

If three points are credited for a first choice by each group, two for a second place and one for third, the items most frequently mentioned fall into two lists, in their relative popularity.

| *Item* | *Score Points* | *Reason for for Insecurity* |
|---|---|---|
| 1 | 8 | Uncertainty whether one's progress is good |
| 4 | 8 | Criticised before others |
| 10 | 8 | Promises not made good |
| 17 | 8 | Others advanced on seniority |
| 13 | 6 | Kept in the dark on new developments |
| | | |
| 3 | 3 | Boss takes credit for your ideas |
| 21 | 3 | Paid less than you are worth |
| 5 | 2 | Unjust criticism |

tions: (1) Preparing and administering new list; (2) Setting items up in scale form; (3) Determining validity; (4) Determining reliability; (5) Administering to a wide variety of industrial groups; (6) Reducing the number of items in the scale to a minimum; (7) Establishing norms and critical points for different groups; (8) Testing final scale in situations where particular problems are known to exist; (9) Changing instructions in selected plants to read, "which are the most important causes of insecurity and resentment in your plant?"

The author describes a very efficient method of testing for dictation skill that is particularly economical for large offices, yet is simple enough to be used by small offices as well. It requires no equipment or test blanks and can be administered by a clerk. It is the result of fifteen years of experience in one company.

# A Dictation Test for Quick Administration

By John B. Harker, The Pennsylvania Company for Banking and Trusts, Philadelphia.

Offices which use tests find that a large proportion of the time in the employment procedure is consumed in giving tests of dictation and typing. The usual dictation test consists of material which is read to the applicant, who must then type it out from her shorthand notes. If a measure of typing speed and accuracy is desired for comparison with the skill of typists who do not take shorthand, then a separate typing test must be given. This further lengthens the total testing time. Practical experience shows that elaborate tests of shorthand and of typing are ordinarily not warranted. Young applicants who have high clerical aptitude and good verbal intelligence soon increase their speed as they gain experience on the job. Thus, any measures of their speeds in dictation and typing, taken at the time of employment, are quickly outdistanced.

For all of these reasons the practice was adopted fifteen years ago, at the Pennsylvania Company for Banking and Trusts, Philadelphia, of giving a short standard typing copy test, followed for stenographers by a dictation test. The dictation test was read back by the applicant and she was not required to type it. This saved a good deal of the time formerly required in testing shorthand. The description which follows is a recently devised means for testing applicants for stenographic positions, employing the established procedure of having candidates read back their dictation rather than having them type it.

## Developing Letters for Testing Dictation

There are two variables which affect the ability of an applicant to take shorthand. One is the rate at which the letter is dictated and the other is the difficulty

of the letter. In selecting material for a dictation test these variables must be measured separately. Differences in difficulty of dictation material can be determined in part by Rudolph Flesch's formula for readability (1). This formula uses the number of syllables per hundred words and the average number of words per sentence as measures of reading difficulty. This formula can be applied to material for measuring dictation speed and accuracy. The speed is controlled by dictating the letters at an even rate and according to a vari-speed schedule which is given later in this article.

Material to be used for dictation may consist of letters or passages from letters or articles. The selections should be between 100 and 150 words in length. To be completely satisfactory the content should be uniform in difficulty throughout and not contain technical words with which the applicant is likely to be unfamiliar. If such words are used in the business a competent stenographer soon learns the symbols for them. Some companies may find it desirable to have test letters at more than one

FIGURE 1

| WORDS PER LINE | SYLLABLES PER LINE | | LINE NUMBER |
|---|---|---|---|
| | | Dear Mr. Smith: | |
| 10 | 17 | May I offer some suggestions concerning a wasteful practice which | 1 |
| 11 | 14 | has been called to my attention. In some of our branch | 2 |
| 10 | 16 | offices it has been observed that material to be | 3 |
| 10 | 15 | mailed will not fit into the largest envelopes. In the | 4 |
| 8 | 16 | preparation of packages, stenographers often consume | 5 |
| 10 | 12 | much more time than is needed. In the future when | 6 |
| 10 | 15 | packages are to be made up, please tell your stenographers | 7 |
| 10 | 14 | merely to address labels. On the back of the label | 8 |
| 11 | 14 | they should type a list of the material to be sent. | 9 |
| 11 | 15 | When such labels are sent to the shipping department, a clerk | 10 |
| 11 | 17 | who is skilled in wrapping packages will attend to the matter. | 11 |
| 106 | 165 | | |

level of difficulty, since the required standard of skill may vary in different jobs. As an example, the same level of shorthand skill might not be required for a secretary in a personal loan office as would be required in a legal office.

## Difficulty of Dictation

When a number of passages or letters have been selected for tryout they should be tested for their difficulty by the readability formula. To do this calculate the average number of words per sentence. Count contractions and hyphenated words as one word. Count as words numbers or letters separated by a space. Also count the syllables in the letters or passages and compute the number of syllables per hundred words. Count the syllables in symbols or figures according to the way they are read aloud.

To find the level of difficulty, or the "reading ease", insert the number of syllables per hundred words (w1) and the average words per sentence (s1) in the following formula; Reading Ease = 207 − .85(w1) − 1.0(s1). According to Flesch, the reading ease score will put the letter or passage on a scale between 0 (practically unreadable) and 100 (easy for any literate person). Roughly, reading ease scores will tend to follow the pattern shown in the table below.

*Pattern of "Reading Ease" Scores (By Flesch)*

| *"Reading Ease" Score* | *Description of Style* | *Typical Magazine* | *Syllables per 100 Words* | *Average Sentence Length in Words* |
|---|---|---|---|---|
| 0– 30 | Very Difficult | Scientific | 192 or more | 29 or more |
| 30– 50 | Difficult | Academic | 167 or more | 25 or more |
| 50– 60 | Fairly Difficult | Quality | 155 or more | 21 or more |
| 60– 70 | Standard | Digests | 147 or more | 17 or more |
| 70– 80 | Fairly Easy | Slick Fiction | 139 or more | 14 or more |
| 80– 90 | Easy | Pulp Fiction | 131 or more | 11 or more |
| 90–100 | Very Easy | Comics | 123 or less | 8 or less |

In using this system to standardize dictation letters it should be noted that the average number of syllables per hundred words is the most important measure. Letters which are equal in syllable density but which vary slightly in reading ease due to differences in the average sentence length should be treated as of equal difficulty for dictation purposes. Considerable variation in reading ease due to sentence length would indicate that the selection should be rewritten or discarded.

The selected dictation material should then be typed out on individual pages according to the following procedure. Divide the letter or passage in the best possible manner to average ten words per line and an equal number of syllables per line. This is basic to the standardized dictation task. Figure 1 is a letter which has a syllable density of 151 syllables per hundred words and would be classified as "standard" difficulty by the formula. It has been set up in eleven lines to average ten words per line and 15 syllables per line. The salutation and punctuation are not included in this count. It is not always possible to have each line identical with the others in number of words and syllables, so where one is longer than desired the next can balance it by being shorter. In doing this, the object is to create a letter that will flow smoothly when dictated to an applicant. Therefore, the breakdown into equal lines will be subject to the final check of actual usage.

## Administration

By the use of a timing key shown in Figure 2 it is possible to dictate the sample letter, or any other letter set up on the same basis, at speeds of from 80 words per minute to 120 words per minute.

This table can be extended to accommodate any length of letter or passage which is to be dictated. The letter to be dictated is placed beside the column for the desired speed with the lines of the letter matching the elapsed time for each successive

line. The letter should then be read in an easy manner with normal phrasing so that at the end of each line the proper amount of time has elapsed on the stop watch. The same letter may be read at any of the other speeds by following the appropriate time column.

### Scoring

Scoring is based on the applicant's ability to read back the letter that has been dictated. The criterion is that suggested by Seashore and Bennett (2) "mailability". If the letter is read back substantially as dictated and conveys the message that is intended, the applicant passes. But if portions of the letter are missed, or the stenographer would have had to confer further with the dictator before the letter could be typed, the applicant has failed.

FIGURE 2
Vari-Speed Guide
*Elapsed Time per Line*

| LINE | 80 W/M | 90 W/M | 100 W/M | 110 W/M | 120 W/M |
|---|---|---|---|---|---|
| 1. | 7.5″ | 7″ | 6″ | 5.5″ | 5″ |
| 2. | 15″ | 13″ | 12″ | 11″ | 10″ |
| 3. | 22.5″ | 20″ | 18″ | 16.5″ | 15″ |
| 4. | 30″ | 26″ | 24″ | 22″ | 20″ |
| 5. | 37.5″ | 32″ | 30″ | 27.5″ | 25″ |
| 6. | 45″ | 39″ | 36″ | 33″ | 30″ |
| 7. | 52.5″ | 46″ | 42″ | 38.5″ | 35″ |
| 8. | 60″ | 53″ | 48″ | 44″ | 40″ |
| 9. | 67.5″ | 60″ | 54″ | 49.5″ | 45″ |
| 10. | 75″ | 67″ | 60″ | 55″ | 50″ |

Each letter that is dictated is read back and scored immediately. The testing is carried on until the applicant reaches her maximum speed. When the shorthand skill has been thoroughly tested, the stenographic skill can be judged by asking the applicant to transcribe one of the letters she has successfully read back. The typing neatness and the arrangement of the letter should be a satisfactory indication of the applicant's overall stenographic skill.

### The Warm-up Letter

In order to keep the testing time at a minimum it is desirable to determine as quickly as possible the approximate speed level at which an applicant will be able to handle dictation. This is achieved through the use of a "warm-up" letter which progresses through several speed levels. Such a letter should be about 150 words long and at about the "standard" level of difficulty. It is set up in the same manner as the regular dictation letters except that the time intervals are shown at the end of each line of the letter.

The first five lines are dictated at the 80 w/m rate, the second five lines at the 100 w/m rate and the last five lines at the 120 w/m rate. Thus 42.5 seconds should have elapsed by the end of the first five lines (at the rate of 7.5 seconds per line), 30 additional seconds should elapse by the end of the next five lines (at the rate of 6 seconds per line), and 25 more seconds for the last five lines (at the rate of 5 seconds per line).

The applicant is given this letter first, with the instruction that it is only a warm-up, that it will increase in speed as it progresses, and that she is to get as much of it as she can. When she reads back what she was able to get, the approximate level of ability can be noted and the testing with the regular letters begun at that level. Thus an applicant might pass the 80 w/m speed satisfactorily but have errors on the 100 w/m section and fail to get the 120 w/m section. Testing with the regular letters would begin at 90 w/m and probably would not exceed 110 w/m. By use of the warm-up letter, the time spent in dictation can be reduced by eliminating unnecessary work at speeds well within the applicant's ability.

## The Advantages of This Method

In comparison with some other tests of stenographic ability, this method of testing measures only one skill, shorthand. The testing time is from 10 to 15 minutes, no elaborate equipment is needed, and it can be administered anywhere. The two variables in dictation, speed and word difficulty, can each be measured independently through the use of the vari-speed table and by letters set up at different levels of difficulty. Each letter which is dictated is scored immediately and the testing is continued only as long as the candidate is handling the material successfully.

The method is especially suitable for companies which do not have a sufficient volume of hirings to warrant the use of phonographic equipment. It can also be used as a rapid screening device before giving a more comprehensive stenographic test. If it is the only dictation test used in selection it should be used in connection with a short standard typing test. Letters can be created by each company using the type of dictation material typical of their business while still avoiding specialized or difficult words. They can be changed as often as desired to keep them up to date, or to avoid familiarity if retests are given frequently. Letters which are properly standardized for difficulty can be looked upon as interchangeable tasks which are equivalent.

### REFERENCES

1. Flesch, Rudolph. "A new Readability Yardstick," *Journal of Applied Psychology*, 1948, 32, 221–233.
2. Seashore, Harold G., and Bennett, George K. "A Test of Stenography: Some Preliminary Results," *Personnel Psychology*, 1948, 197–210.

# Editorial Comments

## Personnel Research

Webster says that research is "1. Diligent protracted inquiry, and 2. Specifically, in science, a systematic investigation of some phonemenon . . .by the experimental method." Research, therefore, is any "diligent protracted inquiry." It does not have to be in the fourth dimension, or "scientific", or indeed anything vaguely abstract, as some people seem to think. A systematic study of the provisions of a group of labor contracts so as to be able to make a general report on the nature of such instruments, may be properly called a piece of research. So also is an analysis of the validity of an employment test, or its capacity to predict in advance of hiring which applicants will be most successful at a given task. Much research will depend on "the experimental method," referred to by Webster.

J. P. Guilford in his book "General Psychology"[1] says of the experimental method "This is the scientific method *par excellence*. Briefly, it means the observation of facts under controlled conditions. Suppose we were to take seriously the assertions of the character-analyst concerning the differences between personalities of blonds and brunets. (That blonds are more aggressive than brunets.) How should one proceed to test this hypothesis? One could take notebook and pencil in hand and set out to find distinct blonds and brunets. When either type were found one could determine whether the individual had the traits demanded by the hypothesis. To insure a generous sample of both blonds and brunets, one could continue the search until two hundred specimens of each class were assembled. The proportion of the blonds who were aggressive could be tallied, and also the proportion of the brunets, to see whether there was a significant difference.

"But we still haven't a good scientific experiment. Suppose, by chance, the investigator of this problem collected mostly males among his blond group and mostly females among his brunet group. Suppose, as is often true, the average male is more aggressive than the average female. It would therefore appear that blonds are more aggressive than brunets, which looks like a verification of the hypothesis. The trouble is that the factor of sex difference is not controlled, or held constant. The factor of age should also be controlled, lest one group have a higher average age than the other. Besides possible differences in sex and age, there might also be differences in education, occupation, social status, or in economic level between the two groups. Before we can draw conclusions that are beyond contradiction about personality traits associated naturally with dark or light hair and skin, we must have two groups of individuals who differ, if possible, only in the one respect, and in the traits that may follow from it."

This is an excellent description of "the experimental method" referred to by Webster. And this is the method that must be followed in most personnel research if useful results are to be achieved. We call your attention to "Personnel Research," a department which appears in each issue of this journal, and which reports on current research in the personnel field.

[1] General Psychology. By J. P. Guilford. New York: D. Van Nostrand Co., Inc., 1940, pp. 30–31.

# Personnel Research

*When Testing Pays Off.* By Hubert E. Brogden, Adjutant General's Office. *Personnel Psychology*, Summer, 1949, 2, 171–183.

"Testing can save money. Savings result because workers selected by valid tests produce more than workers selected by less efficient methods. How much is saved depends on two factors: (1) the effectiveness of the selection instruments in predicting efficiency on the job and (2) the percentage of applicants who must be chosen." The author proceeds to discuss these three factors—validity, selection ratio and testing cost. Here are some practical considerations that should be kept in mind by all who are engaged in industrial testing and selection.

*My Job Contest—An Experiment in New Employee Relations Methods.* By Chester E. Evans and Laverne N. Laseau, General Motors Corporation. Personnel Psychology, Summer, 1949, 2, 185–228.

This is the second of a series of four articles describing the contest for employees of the General Motors Corporation in which about two-thirds of all employees made entries telling why they liked their jobs. This is the technical section of the report and deals with the statistical and other technical aspects of the analysis of the replies. The detail work was done on a 10% sample—17,000 cases; itself a huge mass of material. One study was of the difference between participants and non-participants. Another was an analysis of the "P. S." comments offered by contestants; and another was of the 69 basic themes around which the participants wrote their essays. The differences between the answers by particular divisions and for the average of the corporation as a whole was studied in detail. Further reports are to be expected and it is hoped that one will explain the means used to secure such a high ratio of participation.

*The Relation of Merit Ratings to Length of Service.* By Harold F. Rothe, Stevenson, Jordan & Harrison. *Personnel Psychology*, Summer, 1949, 2, 237–242.

Performance measurement, most often known as Merit Rating, continues to attract a great deal of interest. It is fortunate that some recent studies have been made by persons equipped with the technical training in psychology and measurements which are absolutely necessary in order to correctly evaluate the results of such ratings. The author begins by referring to two studies of large samples of ratings in two steel mills which arrive at opposite conclusions. One reports that there is a positive relationship between service and rating and the other shows a negative relationship. The author cites as a subtle factor influencing ratings the necessary cooperation of persons making the ratings and their conception of the uses to be made of the ratings. He concludes "(1) there is no fixed relationship between merit ratings and length of service; (2) lack of . . . confidence . . . by raters may result in high . . . correlations . . . ; (3) merit ratings . . . forced into normal distributions . . . may be invalid for anything except to justify raises to persons whom the rater has previously decided should receive raises."

# The Editor Chats With His Readers

### Industrial Statesmanship

Lawrence A. Appley, President of the American Management Association, recently defined industrial statesmanship at a meeting of the San Francisco Rotary Club. After discussing the conditions which permit business to operate successfully at a profit and after touching on the requirements which business must meet in doing this, he defines industrial statesmanship as follows:

It is a supervisor, foreman, executive, who:

1. Manages his organization with skill and at a profit while maintaining a high degree of morale and satisfying those served.
2. Delegates responsibility and authority to lower echelons of management so as to develop executive caliber and stature.
3. Works in a way that creates understanding and cooperation rather than friction.
4. Understands our economic and social system, its motivations, its vitality, its historical development, its comparative benefits over other systems.
5. Carries a deep conviction that ours is the system that affirms the individual, that capitalizes on incentive, that thrives on individual character and productiveness.
6. Knows why and how our system can and must give the greatest job-satisfaction, be an outlet for the great human desire to create something—to be useful.
7. By a definite program of action, works ceaselessly to get everyone within his realm of influence to understand and believe the same truths.
8. Provides for individual attention to the problems and development of people on his payroll.
9. Recognizes responsibility for the effect of his decisions and practices upon individuals and the community.

Such an industrial statesman will be making a substantial contribution to maintaining our economy and our society.

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### Corporation Libraries

The Public Service Gas & Electric Corporation, Newark, New Jersey, has just published a Guide for the operation and management of corporation libraries. It was edited by Alma C. Mitchell, Librarian and is planographed, 64 pages. It may be ordered from the Special Libraries Association at 31 East 10th Street, New York 3, N. Y. "This manual will be of assistance in the organization and administration of a company library." It covers such subjects as, layout, equipment, cataloging, reading lists and many others.

### Personnel Management Conferences for Small Business

Three conferences will be held this Fall by the University of Illinois at Robert Allerton Park near Monticello, Illinois. The series, sponsored by the Division of University Extension, will be Sept. 28–29, Oct. 19–20 and Nov. 17–18. The conferences are designed for executives of small businesses and will be limited to 50. The first conference will be devoted to Job Evaluation, the second to Wage and Salary Administration and the third to methods of selection and employment.

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### The Growth of Personnel Work in Hospitals

American hospitals have shown an immense increase in interest in personnel work in the past two years. The American Hospital Association at 18 East Division Street, Chicago 10, Illinois, has created a Committee on Personnel Relations which has been very busy preparing materials for the member hospitals. Two manuals have been published which are the work of the Committee. One issued in 1948 bears the title "The Development of Sound Personnel Practices in Hospitals" is really a manual for the development of personnel policies. While it is mainly directed towards hospital problems it contains material that is of general application. It is 98 printed pages and discusses policy development in ten areas. Three appendixes are detailed sample policy statements. "Conference Techniques" is the title of the second volume issued in 1949, which is 141 pages with a division into eleven sections. These include such topics as Planning the conference, Training conference leaders, Conducting the conference and Evaluating the conference. In 1948 a "Bibliography of Reference Material" was issued listing over 150 titles of books and articles on various personnel subjects. A conference was held last year lasting five days, with speakers of the highest quality. The conference was planned with the assistance of the American Management Association, the Conference Board and others. All in all, the American hospitals show that, after a slow start, they are gaining great momentum in their pursuit of the best personnel procedures.

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### The Commentator

The General Electric Company issues each week under the title of *Commentator* a series of articles on matters affecting the company and its operation. Many of these deal with employee and union relations. The five commentators issued in July bore the following titles:

On "Being Ourselves"
I Don't Want to Be Agitated
Why We Oppose a 4th Round
The Good Way
Who *Wants* Profits? Who *Gets* Them?

# Across The Editor's Desk

*Management Abstracts* is the title of a handsomely printed booklet which is issued monthly by the British Institute of Management, 17 Hill Street, London. It comes in two editions one of which is bound in booklet form and the other, printed on one side only, is on loose sheets for filing separately under subjects. The price of either edition is 30 shillings post free per annum. Books and articles on management subjects are abstracted, the abstracts running from 100 to 300 words each. They generally appear under such headings as "General Management and Organization", "Personnel and Welfare", "Office Management", "Marketing and Sales Management", "Works Management", "Financial Management" and "Education and Training". The July issue contains an abstract of an article by Earl F. Gill of General Foods Corporation "Management Positions can be Evaluated Successfully" which appeared in Personnel Journal for April 1949.

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A 48-page booklet in paper covers has been issued by the Department of the Army, office of the Adjutant General. The general heading is *Performance Ratings: A Guide for Supervisors*. The booklet number is EE208A, 1949. This is a manual of instructions for efficiency ratings based on specific performance standards, as outlined following a job analysis of each position. Performance standards are determined for each such position and the rater indicates on the performance standards form how the employee's work compares with the required standards. After rating the employee against specific duties in this way the result is summarized on the regular civil service commission rating form No. 51. It does not appear how this manual may be purchased but presumably it may be obtained from the Superintendent of Documents in Washington by giving the identifying number listed above.

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*The Story Behind your Salary* is the title of a little four-page leaflet which is given to every new employee of the Fidelity Union Trust Company of Newark, N. J. It begins by saying that it is given to "explain the salary administration program and to answer questions about it". After saying the "We aim to pay all employees a fair salary," a brief reference is made to the way in which salaries are determined by means of two things: job evaluation and performance rating. Most of the leaflet is taken up by explaining about job evaluation and performance rating. There follows a paragraph on promotion and one called "Express Yourself", which is an invitation to ask questions or make suggestions through supervisor or personnel department.

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The *Institute of Living* is the name of a well known mental hospital in Hartford, Connecticut in which a good deal of attention is paid to continuing care for a patient who has been discharged from the hospital itself but who still has much to learn to enable him to adjust fully to the outer world. The 125th annual report has just been issued and contains much interesting information about the work of the institute

for the mentally maladjusted. The Chief Psychiatrist is Dr. C. C. Burlingame, and the address of the Institute of Living is 200 Retreat Ave., Hartford 2, Connecticut.

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*Collective Bargaining Provisions* is the title of an extensive work by the U. S. Department of Labor, Bureau of Labor Statistics, being issued in chapters in mimeograph form in advance of full publication. The three most recent chapters are Arbitration Provisions, Enforcement of Union Agreements, and Scope of Bargaining Unit and Duration of Agreements. These chapters have been written under the supervision of Boris Stern, Chief of the Division of Industrial Relations of the Department of Labor.

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*Abstracts and Annotations of Current Periodical Literature* is the title of a mimeographed bulletin usually of about 12 or 15 pages issued each month by the Library of the New York State School of Industrial and Labor Relations of Cornell University. Each issue contains about 15 abstracts from articles or books of recent publication. These abstracts run from 200 to 500 words each, and give a thumb-nail summary of the article or book being abstracted.

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*Collective Bargaining and Arbitration* is a well-printed 38-page booklet just issued by the Institute Of Industrial Relations of the University of California at Berkeley 4, California. It contains the addresses given at similar conferences conducted successively in San Francisco and Los Angeles. Part One, Collective Bargaining, was an address by William H. Davis, well known for his national service in arbitration and collective bargaining. The remainder of this part is a series of addresses under the general title "The Role of the Attorney in Collective Bargaining." Part Two began with an address by Harry Shulman on the subject "The Role of Arbitration in the Collective Bargaining Process," followed by a series of addresses under the general subject of "The Role of the Attorney in Arbitration." The Junior Bar of California joined the Institute of Industrial Relations in these conferences devoted to a consideration of the role of the attorney in collective bargaining and arbitration. Copies of the booklet may be obtained from the University at $1.00 each.

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*Employee Personnel Practices in Colleges and Universities* is the title of a survey recently completed by the College and University Personnel Association. Boynton S. Kaiser, Chief Personnel Officer of the University of California in Berkeley, in forwarding a copy of this report says "This is the first comprehensive survey of personnel practices and policies for non-faculty employees in institutions of higher learning." The report analyzes information obtained from 42 colleges all over the country. The report gives the names and the sizes of the universities participating and other statistics. The remainder of this 78-page mimeograph report discusses pay scales, overtime problems, vacation allowances, training courses and all of the other usual topics

covered by the typical personnel survey. Copies may be obtained for $2.00 from Miss Ruth Harris, College and University Personnel Association, Urbana, Illinois.

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*Contributory and Non-contributory Employee Benefit Programs* is the subject of an analysis recently made by the National Industrial Conference Board. They report that contributions from employees are required in more than three-quarters of the 261 group insurance plans just surveyed. This is a larger proportion than in a similar previous survey made in 1945.

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All personnel and industrial relations people interested in research in their field—and which of you is not—should know about the newly formed *Industrial Relations Research Association*. The association was formed in 1947 to promote research and exchange ideas in the field of industrial relations. Its membership includes management, labor, arbitrators, consultants, representatives of government agencies and members of all of the social sciences—economics, sociology, political science, psychology, antropology and law. The association holds a 2-day meeting and will publish bulletins from time to time. This year there will be a joint meeting with the American Psychological Association in Denver on September 6th. Information may be obtained from the office of the secretary at 704 S. 6th Street, Champaign, Illinois.

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*Supervisory Training—Why, What, How* is the title of the latest bulletin from the Institute of Labor and Industrial Relations at the University of Illinois at 704 S. 6th Street, Champaign, Illinois. This 24-page printed booklet, written by Dr. John F. Humes of the University, discusses the problems of training and methods of setting up supervisory training programs in industry.

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Many of us remember the work of Harry A. Hopf, distinguished management engineer, and will be sorry to hear of his death on June 3rd of this year. Mr. Hopf not only was well and widely known as a management engineer but made many contributions in the field of personnel administration.

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The sixteen shop stewards of the Deep Freeze Division of Motor Products Corporation, North Chicago, Illinois, recently attended a nine-week *Grievance Clinic* sponsored by their unions and conducted by the University of Illinois Division Institute of Labor and Industrial Relations at Champaign, Illinois. Management encouraged the training course as parallel to one for foremen. They permitted the stewards one-half hour from work one day a week to attend classes in a company conference room, the rest of the time being their own. Discussion centered on procedures for handling worker grievances under the labor-management agreement.

# Book Reviews

MIDDLE MANAGEMENT. By Mary Cushing Niles. New York, Harper & Brothers, 1949. 274 pp.

In the pyramid structure of the modern business organization there is a relatively large body of administrators immediately below the top level of management. To this group of junior administrators Mrs. Niles applies the term "Middle Management." These members of middle management have a heavy work-load and a vital responsibility in the success of the enterprise. In Mrs. Niles' own words: "They are subject to pressure from above by their chiefs in the top management with whose ideas, policies, and attitudes they must work; from below by the supervisors who press for counsel, decisions, and changes; and sideways by colleagues whose departments or functions are interrelated in greater or lesser degree with their own."

The book is excellent for the junior executive in middle management who aspires to a top management position. Mrs. Niles has had long experience in management consulting work. She is active in the affairs of the Society for the Advancement of Management and is assistant to the Chairman of the Federal Personnel Council. The book has a wealth of technical information concerning those organizational factors which will result in effective management. Mrs. Niles is well aware, however, that technical efficiency alone is not enough for successful management. Adeptness at human relations is as important as technical efficiency for the proficient junior executive.

This is an excellent guidebook for new as well as seasoned members of middle management. Theoretical principles are well dramatized by a large number of case histories drawn from Mrs. Niles' consulting work. Chapter 8, "Dealing with the Rank and File," gives in a brief 36 pages a superb summary of some of the basic elements of personnel administration. Although Mrs. Niles stresses the importance of the human factor in successful administration, it seems to this reviewer that one major gap still remains. This book, as well as almost all other books about the functioning of management, is entirely management-minded. That is, all problems are viewed through the eyes of management. It is, of course, essential that members of management be management-minded. In dealing with labor, however, one wonders whether it would not be advisable for management to try and see the problems of labor as labor itself sees them. This does not mean that management should become labor-oriented. It is very probable that labor-management relations would be improved to the extent that labor and management understand each other. Management should try to see labor's problems through labor's eyes and labor should view management's problems through the eyes of management.

Nathan Belfer
Brooklyn College

MANAGEMENT-UNION ARBITRATION. By Maxwell Copelof. New York: Harper & Bros. 1948. 345 pp. $5.00

*Management-Union Arbitration* is primarily a reference book of representative arbi-

tration cases and decisions. The cases discussed in the text have been selected from the author's own experience to "illustrate most, if not all, of the typical problems that are ultimately referred to arbitration." Of the 345 pages in the book, 249 (8 chapters) are given over to case histories. In this limited space, the author presents a compact, informative discussion of over 145 typical arbitration cases organized as follows:

| *Chapter* | *No. Cases* | *No. Pages* |
|---|---|---|
| Cases Involving Direction of the Work Force | 24 | 37 |
| Union Rights and Prerogatives | 14 | 22 |
| Discharge and Other Disciplinary Cases | 24 | 41 |
| Wage Disputes Arising Out of Contract | 15 | 26 |
| Incentive Pay Disputes Arising Under Contract | 14 | 30 |
| Contract Clauses on "Fringe Issues" | 13 | 26 |
| Disputes not Controlled by Contract Clauses | 16 | 39 |
| Arbitration New Contract Provisions | 15 | 28 |

Almost every case history includes a discussion of the position of both the union and the company, the arbitrator's award and reasoning, and some explanatory comment. All cases are discussed in narrative style instead of the usual case reporting method which makes the text more readable. This method, plus the space limitations, has necessitated the omission of much factual material, background information and evidence essential to a thorough understanding of many of the cases. In a number of instances, therefore, the reader must accept on faith the author's version of the case and his final award. It should be noted, however, that an exact reference for each case is presented in an appendix to the book in order that readers interested in further details can obtain them.

In an initial chapter the author has attempted to define "Appropriate Questions for Arbitration." He makes it fairly clear that, despite a limiting arbitration clause, almost any issue can be submitted provided the wording of the grievance is properly juggled. Chapter Two discusses a number of considerations which should be taken into account in "Selecting an Arbitrator" which will be of some help to the uninitiated. Chapter Three covers the "Preparation and Presentation of Cases" in a very general manner. This could have been one of the most valuable sections of the book had the author gotten down to a step-by-step, do's-and-don'ts discussion. A summary of some of the excellent articles already in the literature on this topic, and a bibliography would have greatly enhanced the value of this chapter. Many readers will also be inclined to take exception with the author on the matter of applying legal rules of evidence in arbitration. While they may not be applicable directly, and perhaps should not be applied too rigidly, certainly there is much to be gained by taking the intent and purpose of such rules into account.

The final chapter of the book deals with the question of "When to Mediate." It presents a rather general answer to this question and a few illustrative examples of typical mediation cases. In closing, the author points out that "the goal of all

competent and successful arbitrators is to work themselves out of a job." This is a laudable aim, but in light of his discussion on the value of arbitration, the place it has come to occupy in the industrial relations picture, and the crutch it affords, it seems doubtful if such a goal will ever be achieved. Though there are some deficiencies and omissions in the text from the reader's standpoint, *Management-Union Arbitration* is one of the best books in the field to date. It definitely can be recommended for the personnel executive's bookshelf.

Robert C. Rogers
Richardson, Bellows, Henry & Co.
New York.

Effective Communication in Industry. By Paul Pigors. National Association of Manufacturers, 1949. 87 pp.

This is an exploration of ways of improving employer-employee understanding and cooperation. It is the first of two Lt. Rush Toland Memorial Fellowship Studies established by the N.A. M.

There is a liberal sprinkling of practical examples throughout the study. Constructive suggestions are offered in connection with, (1) effective employee induction and training, (2) the training of foremen to serve as communications centers, (3) order-giving (extensive coverage), (4) interpreting workers to top management, (5) keeping in touch with workers when making a change, (6) exit interviews, and (7) communication to and through the union.

Communication involves relaying meaning between two or more people. Meaning is conveyed three ways: (1) words, spoken or written (this being what most people think of when they use the word "communication"), (2) interpretations made by other people of words or silence, or expressive behavior, or even of inaction, and (3) insight into situational meaning such as when a leader gives an order.

As Dr. Pigors states, "It is unrealistic to assume that talking, and especially order-giving, is a one-way act like sawing off a board. When you give an order . . . the person who gets it makes an immediate response in his mind and feeling even before he acts."

In discussing the factors which make for effective communications, Dr. Pigors concludes that it is easiest when: (1) objective facts are the subject matter, (2) rapid give and take in face-to-face talk takes place, (3) those communicating respect each other, and (4) those communicating have the same general attitude and background of understanding.

Dr. Pigors finally suggests that management can appropriately take the first step in developing sounder communication so that it can become an effective tool in building work relationships that are technically efficient and humanly satisfying.

The study contributes valuable information in the continuous search for methods to strengthen employer-employee teamwork.

Boris Blai, Jr.,
Philadelphia.

Counseling Employees. By Earle M. Bowler & Francis Trigg Dawson. Prentice-Hall, 1948, 247 pages.

The authors are Coordinator in the Public Service Occupations of the University of Texas, and Personnel Consultant at Elon College in North Carolina. In the foreword, Joseph Tiffin styles this book "a much needed systematic coverage of current practice in the field of personnel counseling." The authors describe several operating counseling programs. Tiffin considers it a valuable tool for the company itself, for industrial relations directors, and for students of industrial relations, industrial psychology and of personnel.

The authors would probably add the consumer to this list of potential readers, because they consider the price tag of everything we buy to be in part a reflection of the quality of the counseling given the workers who make the articles we want. This is one of those all-out claims, which, though difficult to prove, is undoubtedly true. What cost accountant can compute the affect on the price of nylon of unresolved gripes of the men and women who operate the machines, inspect and even sell the product?

The counselor is likened to the governor that keeps a machine running smoothly. He is no all-knowing smart guy, but rather an open-minded discreet, well-read, utterly fair person who is adept at the 3 C's as well as the 3 R's.

The duties which used to fall to the foreman or supervisor nowadays seem to require the services of a specialist, whose function may be wrapped up in the 3 words: co-ordination, consultation and confabulation. Confabulation, they define as the informal conversation between worker and counselor as the latter visits throughout the plant. Unless the counselor radiates warmth in these informal situations, his success in the pinches will be very uncertain. The counselor is described as a kind of trouble-shooter for all levels of supervision and management

The authors present in compact form a great deal of well-chosen material. They describe the early counseling programs at Macy's and the Metropolitan Insurance Co. They discuss counseling of veterans, of disabled and handicapped groups, of women and older workers, now increasing so steadily. Counseling and the Unions come in for some discussion, with the twin dangers of paternalism and union jealousy. There are chapters on Selecting a Good Counselor, on Organizing and on Administering a Sound Counseling Program, as well as on Evaluating the work. The style is simple and clear, throughout. Additional illustrations would help. A Chapter on "Why Counseloring Programs Fail" or "Poor Counselors I Have Known" might have been useful.

Willard Tomlinson
Swarthmore, Pa.

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# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY

*Volume 28* *Number 6*

## *Contents for November, 1949*



EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

NOVEMBER

3–4 New York. Hotel Statler.
Society for the Advancement of Management. Annual Conference. Lawrence Heyl, Jr., 84 William St., New York 7.

4–6 Vancouver, British Columbia. Hotel Vancouver.
Pacific Northwest Personnel Management Association. 11th Annual Conference. M. D. Whidden, Vancouver Sun, Vancouver, B. C.

15–16 Philadelphia. Warwick Hotel.
*Chamber of Commerce of Philadelphia.* Fourth Annual Industrial Relations Conference. R. F. Vogeler, 17th & Sansom Sts., Philadelphia 3.

22 New York. The Waldorf-Astoria.
*National Industrial Conference Board.* Regular Conference. S. Avery Raube, 247 Park Avenue, New York 17.

JANUARY

26 New York, Waldorf Astoria Hotel.
National Industrial Conference Board. General Session. S. Avery Raube, 247 Park Ave., New York 17, N. Y.

A flood of complaints means that there is something wrong in human relations. Men complain but very often the true grievance is never mentioned because it is not specific. Look under the surface for men's basic needs and drives and very often you will find the real cause of the complaint.

# Motivation for Morale

By Donald A. Laird

A Michigan firm had janitor trouble. The janitors had become surly, careless, uncooperative. Those who did not quit were knee-deep in complaints—the brush handles were too long or too short, the waste cans too heavy, nothing was right. Such a flood of trivial complaints means something is wrong in human relations. Some human problems the complainers themselves do not understand are often the cause of such complaints.

Analysis of the janitor trouble, by Dr. Irwin A. Berg, showed that the company was doing nothing wrong, but was neglecting some important human considerations—which is the equivalent of doing it wrong. The dirty janitor work was considered a simpleton's job. Employees looked down on the janitors, gave them belittling nicknames, and enjoyed making their work dirtier than usual. Each new janitor quickly had his fill of this humble-pie and lost all pride in his work. It is often easier to stand pain or poverty than contempt. Their complaints were an attempt to even up for the disparagement. The situation was taken up at an executive conference, and action decided upon to alter the undesirable human relations. The plan was to show the worth-whileness of the janitors' work, and to build respect for them as individuals.

In company magazine articles the positive aspects of janitoring were emphasized—janitors prevented slips and falls, improved health conditions, protected equipment. They were pointed out as trustworthy, since they had access to desks containing valuables. As tangible evidence of this importance the title was changed and they were given buff jackets bearing the word "Custodian." The Custodians' self-respect returned, and their complaints melted away.

Many vexing human relations problems in business can be relieved that simply. People aren't disagreeable because they prefer to be, but because some frustration is making them that way. Find that frustration and correct it. Better yet, anticipate possible frustrations and keep them from happening. Shorter hours or more pay

would not have made the janitors' morale better for any length of time. They wanted something that money cannot buy: *a feeling their work was worth-while and respected.*

### Reflexes and What Men Want

Too often executives do exactly the wrong thing because they do not know the basic things that make people "tick." Much human behavior can be predicted. This is shown most clearly by reflexes. We have several hundred reflexes which are inborn, automatic, and usually beyond voluntary control. Everyone has the same reflexes, unless altered by disease. Reflexes work because there are inborn connections between sense organs, nerves, and muscles. When the right stimulus hits the sense organ, impulses are carried through nerves to the muscles where the response is made. Reflexes can scarcely ever be changed, although with "conditioned reflex" learning a substitute stimulus can become effective, as when a machine operator blinks at the sound of a chip breaking off.

Here is a partial list of reflexes, just to remind you:

| | |
|---|---|
| Accommodation | Adjustment of lens of the eye for near vision. |
| Auditory | Sudden closing of both eyes at a sharp sound. |
| Gastric | Digestive secretions by presence of food in stomach. |
| Knee jerk | Outward swing of leg when tapped below knee-cap. |
| Laughter | From tickling. |
| Moro | Jarred infant throws arms out in embrace attitude. |
| Phyrangeal | Gagging when back of pharynx is touched. |
| Pilomotor | Gooseflesh when chilly. |
| Psychocardiac | Pulse increase on recalling emotional experience; used in lie detection. |
| Righting | Regaining balance when starting to fall; important in safety. |
| Winking | When objects suddenly approach eyes; important in safety. |

### Needs of Body and of Mind

Everyone also has *biological needs*—hunger, thirst, love, bodily comfort. These are somewhat similar to reflexes. An internal condition causes vague sensations which make people want to eat food, drink water, flirt, or turn on the fan to restore bodily equilibrium. The need for comfort makes business property on the shady side of the street in temperate zones worth more than that on the sunny side. In Alaska it is the opposite.

There are also *psychological needs* which arise from humans being social animals who grow up and live with others. These are not as reflex-like as the biological needs. The stimulus is another person, or a social situation. We select clothes that will give a favorable impression as well as give bodily comfort. When others laugh, we laugh too, although we may not have heard the joke. The laughing reflex also is stimulated by bodily tickling. In motivation the psychological needs are more significant than the biological. Reflexes are necessary for life, but the psychological needs make life worth living. Business usually gives more attention to the biological needs—cafeterias, working comfort—than to the psychological needs, thereby missing the best bets for motivation.

## The Dynamic Urges

Psychoanalysts find the two urges described by Dr. Sigmund Freud sufficient to give an understanding of all human motives. These two are:

Life urge, or *libido* (li-*beed*-oh)
Death urge, or *mortido* (mor-*tee*-doe)

The following listing shows how these two broad urges are manifest, and how they are also in opposition, which opposition causes much inner conflict in individuals:

| *Libido* | *Mortido* |
|---|---|
| Love | Hate |
| Approach others | Withdraw from others |
| Cooperation | Quarreling |
| Encourage others | Discourage others |
| Praise others | Find fault |
| Procreation | Murder, suicide |
| Forgiveness | Getting even |
| Giving | Taking |

These are primitive yearnings—"the old Adam"—which are an unconscious source of motives. They are looked upon as legacies from the dark past of human nature, as dim memories from the childhood of the race. These yearnings are the oldest parts of human nature and make it difficult for men and women to adjust themselves to modern factory and office situations. Business dare not neglect these yearnings. The mortido urges are on the seamy side, while the libido urges are what we now consider the brighter side, though they have not always been so evaluated. These urges, combined with biological and psychological needs, make people feel they need to do something, though they may not always know what that something is. In short, these urges and needs give people motives. The boss can't give them motives. He has to find what the motives are, then develop a situation which will more or less satisfy these motives and restore inner equilibrium. Unfortunately, this is not the current practice in many firms in their handling of incentives.

## Slot-Machines *Vs.* the Total Situation

There are "cents" in incentives—when they are used with psychological sense. But many incentive systems fail to produce lasting results for they look upon human nature as a slot-machine. They give the worker a pep talk, a prize, a bonus, a vacation with pay, and expect him to eat out of their hands. Yet many of them bite the hand—showing some mortido. Good coins were dropped in the slot, but the responses were not always as desired. At the reflex level the coin-in-the-slot works. But the primitive urges and psychological needs interpose attitudes and resistances between the stimulus and the response of the total being. No use giving an automobile more gas when the brakes are set. The boss may need to be changed, or new goals set up for the workers; not a threat of discharge or promise of a bonus, which is the coin idea.

*People respond to a total situation.* Double pay for those janitors would not have changed the critical parts of the situation. Many wage incentive schemes have failed because they were a nickel-in-the-slot that overlooked set brakes. A few businesses, for instance, have produced phenomenal results by some noble experiments in religious participation, employees as managers, extreme profit-sharing. Often these exceptional methods fail when other firms adopt them. The unusual incentive produced results with the originator because it was part of the total situation a colorful leader had created. The president, or owner, thought his "system of incentivation" did the trick, but it was the general atmosphere spread through the business by his personality that produced the results. When he died, or retired, the system usually failed to work. Thus there is danger in copying an incentive scheme used successfully by others. It probably will not work unless the general emotional atmosphere is also copied. Human motivation and morale depend upon a lot of little things, not one or two coins-for-the-slots.

## Modern Incentive Building

Before deciding to adopt some incentive, the situation needs to be analyzed to find what brakes may be set. Then changes are made to take the brakes off the good side of human nature, yet keep the restraints on the seamy side that are imposed by our civilization. This involves "depth psychology;" a look beneath the surface of the situation to discover that those janitors were not really bothered by poor equipment. The man who engineers good industrial relations has the knack of sensing what lies behind the complaints, or what may give rise to stresses and frustrations, although the true grievances are still a secret.

What brakes need to be let off in the total situation varies from firm to firm, depending largely on the style of supervision that has been set by top management in the past. It also varies from locality to locality, depending upon its cultural evaluations. Analysis and insight to get beneath the surface is necessary for each situation. Here are some general principles for making these analyses. During the first few weeks of life, reflexes and biological needs dominate infant behavior. Then primitive urges become influential—the baby wants cuddling, attention, companionship (life urges), and shows temper, biting, destructiveness (death urges). The way he is handled as a baby and young child has much to do in molding the motives he will have as an adult. How the average adult deals with people, for instance, is usually determined by the way his primitive urges were handled during his first five years. He can learn new ways later, but almost never does unless he makes a special effort. The practical moral from this in motivation analysis is: forget your ideas of how an adult should act or feel, and study the situation as if the people were children. Adults are more like children than they are like the executive's notions of what an adult is. As far as that goes, maybe you know a few executives who do some very childish things.

## Our Social Nature

The motives of the adult arise from his social nature. People are the critical part of the total situation, right from the cradle. There is some life urge, or some death urge, touched off by each contact with another person; we agree or argue with them, praise them or find fault, are sorry the boss is ill or secretly hope the old buzzard is done for. There is a thread of primitive urges running through most motives. Some motives are highly individual, depending upon how the person was handled in infancy and childhood. For example, stinginess is made a life motive by early weaning or skimpy feeding in infancy. But there are many motives that are pretty much the same among all people who have the same culture or civilization; for example, filial piety among the Chinese.

It is difficult to know to what extent a motive is inborn and how much acquired. The old "instinct psychology" considered motives mostly inborn. The trend of evidence indicates that they may be largely acquisitions, built on primitive urges and biological needs as a result of frustrating or satisfying experiences with people. The old instinct psychology was easier to understand, but probably misleading in its implications. Whether inborn or acquired, business has to work with motives as found in its locality, and like it. Motives become more important in determining conduct each year of life, while the biological needs fade into the background. Motives, born from contacts with people in past years, lead a person to actions although he does not realize why he wants to do them. He "just wants to, and that's that," or thinks he is "just doing what comes naturally."

## What Determines Our Actions

Motives and biological needs may be combined in various strengths in the same action. Hunger pangs lead us to eat, but we have learned from people in our culture to eat apple pie with a fork, instead of with a knife, as was the fashion in Washington's day. We'd almost rather go hungry than be caught eating pie with a knife. We do many things which might be due to biological needs, but without any need. Consider thirst, an intermittent need, which becomes strong when the mouth is dry; yet often we drink just because we want to join the crowd at the water cooler. Hunger pangs give rise to the desire to eat and some people eat themselves out of shape because they are motivated by a craving for affection they are not receiving. Sometimes a biological need will overshadow a motive. An example is the humid room which is so uncomfortable that the need for comfort leads people to be bad-tempered, followed by a feeling of guilt from the possible loss of the regard of fellow workers. There are probably more office squabbles over whether a window should be open or shut than over anything else.

Motives are not as specific and invariable as reflexes. Motives are more generalized, arising from primitive urges and the impact of people and culture. As our culture and its ideals slowly change, so do motives. The "profit motive" seems to be

out in Russia, and on its way out in England. A list of motives for 1925 may not be a guide for motivating behavior in 1950. The alert industrial relations specialist has to be sensitive to such changes in superficial motives, though apparently libido and mortido go on forever. And always it is necessary to look beneath the surface of conduct to get at the real motive. As a not very profound example, back in high school days I thought Flossie was pretty nice. (I still do, as far as that goes.) She did not pay much attention to me, so I figured if I became a track star I might win her regard. I worked my head off at track, with no results. The coach used me as an example of good school spirit, of devotion to the dear old academy. School spirit? Nothing of the sort! My motivation was dear young Flossie.

## Motives Ever-Present

There is always unfinished business when motives are concerned.

It is different with reflexes, which are immediate action to the stimulus (the coin-in-the-slot). As soon as the stimulus is removed, the machinery comes to rest except in rare instances such as an attack of hiccups in which the response acts as a stimulus for another response. Such circular reflexes require some strong stimulus, like a fright, to break the cycle.

The biological needs are intermittent, coming and going as bodily conditions change. Eating allays hunger. As Seneca wrote way back around 30 A.D.: "The stomach begs and clamors, and listens to no precepts. And yet it is not an obdurate creditor; for it is dismissed with small payment if you give it only what you owe and not as much as you can."

Motives, in contrast, are fairly continuous, and persist in the dreams of sleep. (Sure, I dreamed about Flossie.) Motives last. Motivated action is ongoing action. As the first goal is approached, motives shift somewhat but do not dissolve into nothingness. As an example: a young woman studied typing to earn money in congenial surroundings so she could buy nicer clothes than an older and favored sister. Then she studied shorthand nights so she could become a private secretary and boost her self-esteem more. Then she set up her own direct mail service in order to become her own boss. Then she expanded this business so she could send her children to a better school than her sister's children attended. Her motives really did not shift much, when you look underneath them, since in all these successive goals the motive was to excel the older sister whom her parents favored.

This on-going nature of motives merits emphasis. People have continuing needs. Their self-regard needs to be fed continuously. Sporadic attempts to help others' self-regard is not enough. It needs to be "in the atmosphere" so it might be called the spirit of the establishment. Good human relations are not something for a kiss-'em-and-leave-'em treatment. People always have touchy feelings, not just on Tuesdays and Fridays. Now you can understand why the workers forget all about the

big bonus given at Christmas and desert the factory on the first day of fishing season. What counts is not how well they are treated once in a while, but how they are treated continuously. As Charles S. Davis, chairman of Borg-Warner Corp. has said: "Office morale should be a continuous state. It should not be turned on and off from day to day according to the boss' mood. When a mere smile and a nod from the boss causes an unaccustomed ripple of happiness to flow over an office, that's a bad sign. It's a sign that up to that moment the people there had been tense, harrassed, fearful, nervous, worried."

Motives are in people, and make them want to do things. We can't put a motive in someone's head, like a coin-in-the-slot. The old incentive idea was as artificial as expecting to get a mule to eat excelsior by putting grass-colored goggles on him. But we can alter a situation so the brakes are released and the previously developed inner motives have a chance to go to work. That is motivation—helping others use their motives. Prodding is not motivation. When motives become blocked, there is trouble ahead for everyone concerned, and for a host of bystanders who can't figure what the trouble is all about.

Personnel policies are a "must" for every well-run organization. They insure uniform action on all matters affecting the individual employee and they help the foreman and supervisor feel that he is a real part of management. Here is a practical description of how to develop personnel policies and standard practice procedures.

# Written Polices and Standard Practice Instructions in Personnel Administration

By Robert C. Rogers, Richardson, Bellows, Henry & Co., New York.

Standard Practice Instructions (SPIs) are *written* statements of *approved* company policy and procedure, *issued* to all levels of management to define, explain, and control the operation of a particular function or activity. Their value in personnel management is evident from the benefits which accrue from their use:

*SPIs ensure uniform handling of personnel matters.* They largely eliminate the inconsistencies, irregularities, and exceptions which inevitably arise in the company that attempts to operate without them. They help to minimize the influence of politics, prejudice, personal opinion, pet peeves, and whims of the moment on personnel decisions. They greatly reduce the possibility of establishing costly, long-lasting precedents and binding commitments by cutting down on the chances for improper application or manipulation of policy.

*They clarify duties, responsibilities and limits of authoriy.* Each SPI specifically states where the personnel involved fit in, what is expected of them, and how far they can go. They not only clarify the individual supervisor's position but help him to understand the responsibilities and authorities of other supervisors in the organization as well. They thus help to prevent the growth of overlap, conflict, indecision, duplication of effort, and administrative confusion which are prone to occur in their absence.

*They save time at all levels of management.* SPIs tend to force more prompt action and decision on personnel matters by getting them handled at the first point of employee contact—the supervisor. Everybody gains therefore. The first line supervisor no longer has to discuss every personnel problem with three or four other people before

rendering his decision. The necessity for calling a series of conferences to discuss each issue is eliminated. The employee no longer must be sent to a staff department for answers to his questions. Top management no longer has to be called in on every problem that arises. Routine matters are taken off their desks. Their judgment and approval need be sought only in emergency cases or in those not completely covered by the SPIs.

*They strengthen administrative control.* SPIs provide orderly procedures for the dissemination of policy information to all levels of management. They also provide an avenue by which the suggestions, criticisms and questions of the personnel involved can be referred back to management for consideration. They provide top management with controls for checking compliance with approved policies and a basis for ascertaining their effectiveness. A basis is also afforded for evaluating the supervisor's performance of this phase of his job.

*SPIs provide reliable source material for other personnel activities.* Much of the information contained in SPIs and the data gathered in developing them is directly applicable in such activities as (1) job analysis, (2) organization planning, (3) selection, (4) training, (5) performance evaluation, (6) systems analysis, and (7) the preparation of employee communications materials.

## The SPI Program

Since most personnel policies and procedures cut across organizational lines, success of the SPI program depends to a great extent on the active cooperation, approval and support of top management. It is advisable, therefore, to take the following steps before the actual work is begun:

1. Prepare a detailed outline of the entire program for management's approval, including (a) evidence of the need for SPIs, (b) a statement of objectives, (c) duties and responsibilities of personnel involved, (d) the flow of work and (e) time and costs of the program.
2. Prepare a management memorandum to all supervisors explaining the company's intention to reduce policies and procedures to writing, and summarizing the SPI program.
3 Secure approval of the manual to be used, SPI format, distribution lists, and the first SPI covering preparation of written policies and maintenance of manuals

In addition to these steps it should be made abundantly clear to top management at the outset that:

1. The SPI program is a long-term, continuing project which cannot be completed over night.
2. SPIs will be released one or two at a time, or as fast as they can be completed and approved for inclusion in the manual.
3. The SPI program will not eliminate the necessity for sound organization studies, job evaluation or systems and forms analysis, SPIs cannot (and

are not intended to) solve or control all personnel or organizational problems.

4. SPIs are not fixed and irrevocable. They must continually be analyzed and modified to meet changing conditions.
5. SPIs cannot be written to cover every possible contingency, circumstance or special case which may arise during their application.

## Who Is Responsible for What?

*The industrial relations or personnel department* may properly be charged with the direction and coordination of the program. Since most SPIs will concern personnel matters, the personnel department will also be required to:

1. Conduct the research necessary to adequately define, evaluate, and formulate company policy and procedure.
2. Prepare SPI recommendations for management, approval and present pertinent research data.
3. Establish procedures within the personnel department for proper control and maintenance of SPI manuals.
4. Train the line organization in the meaning, intent, and application of personnel policy.
5. Guide the day-to-day administration and application of SPIs.
6. Conduct follow-up investigations to determine the effectiveness of SPIs and the need for revision.

*Supervisors and managerial personnel* are in many ways the key men in SPI development. They, therefore, must be held responsible for:

1. Active cooperation in the development and revision of policy.
2. Compliance with the provisions of the SPI.
3. Recording and submitting all examples of ineffectiveness, non-applicability and necessary deviations.
4. Informing their subordinates on pertinent provisions of the SPI.

Top management is responsible for overall direction and control of the program. Specifically, they must:

1. Lend active support and guidance to the program.
2. Give prompt review and approval (or criticism, correction and approval) to recommended SPIs.
3. Delegate the responsibilities and authorities conferred in the SPIs and refrain from re-assuming them in practice.
4. Insist and check on compliance with policies as approved, allowing as few deviations as possible.
5. Decide emergency cases and those (exceptions) not completely covered by SPIs.
6. Specify the "distribution list" for each SPI.

## The Manual

The type of SPI manual employed is largely a matter of personal preference. Experience has shown, however, that a heavy-duty, loose-leaf, ring-binder notebook is the most practicable in the majority of cases.

Since in most instances it is not possible to issue all SPIs at the same time—in fact it may take one or two years before the "first round" is completed—the manual (notebook) is usually issued early in the program. At this time it probably will contain only the following:

1. A letter of transmittal over the signature of the President or General Manager stating the purposes of the program and his supporting remarks.
2. Complete instructions on filing SPIs and using the manual.
3. Table of contents and index pages (even though incomplete).
4. The first approved SPI on the preparation and maintenance of a policy manual.
5. As many additional approved SPIs as are available.
6. "Dividers" identifying the major sections of the manual.

All manuals issued should be numbered consecutively or otherwise identified to ensure proper distribution of SPIs and adequate control of obsolete policies and revisions.

## Policy and Procedure Research

SPIs cannot (or should not) be written "off-the-cuff." Painstaking investigations must be undertaken in each case, and all results compiled and carefully evaluated before original or revised SPIs are presented for management's consideration. The person assigned the responsibility for conducting such investigations will find it helpful to proceed along the following lines:

*Outline the specific policy to be studied.* SPI research studies properly begin with the determination of the particular policy and procedure to be investigated. The first task is to define the scope, intent and purpose of the policy as a whole. This completed, the policy must be "broken down" into its major subdivisions. Each factor, unit of work, etc. necessary for a complete statement and explanation of the policy should be isolated and defined.

*Detail the research procedures.* When the policy outline has been completed, it is necessary to determine what research investigations must be undertaken to provide the necessary data for SPI development. It is helpful at this point to (1) construct all survey and/or interview forms to be employed, (2) determine which sources of policy information must be covered, (3) assign the responsibility for carrying out any or all phases of these studies, and (4) prepare and post a work schedule for developing the SPI.

*Compile all available information on present company practice.* Existing policies and

procedures, verbal and written, real and imagined, provide the starting point for SPI development. No stone should be left unturned in the attempt to find out and record what is actually going on.

1. Interview the supervisors concerned and record their ideas of the meaning, intent and operating procedures of each phase of the policy under consideration.
2. Record all criticisms, questions, suggestions and case histories encountered.
3. Examine all letters, bulletins, management memoranda, job descriptions, organization charts, grievance settlements, minutes of conferences and staff meetings, and other company publications for statements regarding the policy, its interpretation or application.
4. Collect all forms and records in present use for implementing the policy and outline the "flow of work," including signatures and approvals presently required. Carefully examine the procedure for bottlenecks, overlapping and conflicting functions, duplication of effort, and unnecessary personnel, facilities and equipment.
5. Briefly outline the duties, responsibilities and limits of authority of each person involved in the administration and execution of the policy.

This information should be summarized and evaluated in a complete report on existing practice within the organization.

*Conduct a survey of Industry-wide and community practices.* Using the interview and survey forms developed earlier, related industries and other companies competing in the same labor market should be contacted to determine their present policy and practice. As much information should be gathered as possible including all published materials the companies are willing to release. Insofar as possible these data should be collected by personal interview. When this cannot be done, a well-designed mail questionnaire should be sent with instructions for completing. Use the telephone only as a last resort.

*Consult trade associations and other agencies.* Trade associations, state and federal agencies, the Chamber of Commerce, educational institutions, and other research groups sometimes have a wealth of information on certain policies and procedures. The current SPI investigation should be discussed with them and an attempt made to obtain copies of any studies or surveys they may have conducted relevant to the policy under consideration.

*Review legislative and contractual requirements.* Outline all sections of state and federal labor, social and tax legislation which might have a bearing on policy recommendation. Where union contracts exist, conduct a similar analysis to ensure that SPI proposals do not violate provisions of the agreement.

*Consult magazines and other publications.* A little library research will pay off. Many surveys, discussions of trends, case histories and cost analyses are available in the literature which may have a direct bearing on the SPI being prepared. Such reference materials also may be used as an aid in subsequent training programs covering the meaning, intent and application of the SPI.

*Compile cost data if possible.* An attempt should be made in each case to determine at least the direct cost involved in the administration and execution of the policy. This is particularly true with those policies which involve direct or indirect monetary benefits for employees.

### Writing the SPI

An established format for all SPIs should be developed and certain editorial policies and procedures adopted for use by the person charged with writing them. Although rigid adherence to a format is difficult in the *text* of the SPI, the *heading* can be so set up.

*The heading*, containing the information required for SPI control, indexing, filing, and reference is usually "ruled-off" at the top of each page of the SPI. An example of one such heading appears below:

### Sample Heading

STANDARD PRACTICE INSTRUCTIONS
THE BOLT MANUFACTURING COMPANY
INDUSTRIAL RELATIONS DEPARTMENT

| | | |
|---|---|---|
| SUBJECT: | (Explanatory title of policy, e.g. "Requisitioning New Employees) | Page —— of ——<br>Revision No.—— |
| COVERAGE: | (Define group of employees to whom the SPI applies or its scope, e.g. "Non-exempt Office Employees") | File Ref. ——<br>Distribution —— |

Date issued: ———— Date Effective: ———— Date Revised: ————

Approval: (Signature of one or more approving authorities)

SPI controls appear on the right hand side of the heading. The *Page Control* contains the individual page number and total number of pages in that SPI; e.g., Page 1 of 4. The *Revision No.* indicates the number of times the SPI or any portion of it has been revised and redistributed. *File Reference* contains the code number or letter indicating where in the manual to file each SPI. The *Distribution* list identifies the sub group of policy manual holders eligible to receive the SPI; e.g., List 1 might include executives only; List 2, executives plus department heads; List 3, all supervisors plus the other two lists, etc.

*The text* or body of the SPI is less subject to standardization since each policy involves slightly different organization of the material. However, the following guides will serve to keep the general appearance and content in the same overall pattern.

*An introductory paragraph* stating the purpose of the SPI and explaining in greater detail the coverage and intent of the policy will serve to orient the reader. This section may be also used to specify any obsolete SPIs which may have been superseded by the one in question.

The text proper, regardless of how the material is organized must include the following if it is to fulfill its purpose:

1. The general and specific policies and controls or regulations supplemented by explanatory comments on the meaning and intent where necessary.
2. The job titles, duties, responsibilities and limits of authority of all personnel concerned.
3. The forms and other paper work and files involved, and an outline of the flow of work.
4. Reference to other SPIs or materials which must be taken into consideration in the interpretation and application of the one being read.

The following *editorial guides* will also help ensure that all SPIs will follow the same general pattern:

1. In so far as possible, have all final SPIs written by the same person to ensure consistency of style.
2. Use only job titles when referring to personnel and develop standard organizational terminology for use in identifying the various levels of management.
3. Adopt a fixed outlining procedure. Place particular emphasis on the numbering and use of (a) "center headings" to separate out major subdivisions of the SPI and (b) "side headings" to clearly identify finer breakdowns within these subdivisions.
4. Construct a practical cross-reference indexing procedure which will include at least the center and side headings mentioned above.
5. Don't "split up" units of procedure or policy unless absolutely necessary. Organize the material so that one step leads logically into the next.
6. Make no attempt to separate policy and procedure if doing so detracts in any way from clarity and readability.
7. Limit SPI material to that which is frequently required by supervision; minute details will only cloud the issue. Details of meaning, intent and procedure, and minor variations can be handled in training sessions.
8. Avoid including "internal procedures" of concern only to individual departments unless they are necessary to explain the general policy. (Such internal procedures should be issued as "departmental instructions.")
9. Keep the sentences and paragraphs short and write them in plain English. Avoid legalistic and technical words and phrases and weed out all "weasel words." Gear the vocabulary level of the SPI to that of a person with about a tenth-grade education.
10. Make extensive use of charts, tables, graphs, and flow charts. They are much more readily understood than prose material.

## Review and Approvals

When all materials have been gathered and investigations completed, the SPI writer should prepare (1) a preliminary draft of an SPI outlining present policy and

practice, (2) a summary report of all research materials available and (if revision is indicated), (3) one or more alternative (draft) SPIs which seem justified by the data at hand.

These materials may then be referred back to the personnel staff, supervisors and executives concerned and discussed with them individually or in conference sessions. All comments, questions and suggestions should be recorded and summarized by the SPI writer.

If necessary, the SPI (on present practice and/or alternatives) may then be rewritten and comments and suggestions incorporated with other research data. These final drafts of the SPI may then be presented along with corroborating evidence to top management for review, editing, approval and specification of the distribution list to be employed. When management's suggestions have been incorporated into the SPI, the final SPI may be prepared for signature of the approving authorities and distribution to all manual holders.

### Distribution

Distribution of SPIs and maintenance of policy manuals must be centralized if the program is to be well controlled. The logical person to assume these responsibilities is the SPI writer. In some companies, however, the "Systems and Procedures Department" is so organized that it can easily absorb these duties.

The handling of revised SPIs and the maintenance of up-to-date indexes are perhaps the most troublesome aspects of this function. All SPIs made obsolete in any respect by revision must be recalled and destroyed when the new SPI is issued. All indexes must be recalled periodically and revisions issued by the distributing agency. In this period between revision, it is necessary to prepare instructions for the manual holder explaining any index changes which he himself should make when new or revised SPIs are received.

### Supplemental Training Procedures

The distribution of written policies to all levels of management will not in itself ensure a thorough understanding of policy nor uniform application and interpretation of its provisions. It is advisable, therefore, to have as many people participate in the development of SPIs as possible during the early stages, and to establish systematic training programs for the study of approved SPIs. Maximum effectiveness may be obtained through the following procedures.

A regular *top management staff conference* should be established under the leadership of the president or general manager to consider all recommended SPIs. If a staff meeting is already routinely held, personnel policy may be included as an item on the agenda. Recommended SPIs should be distributed one week in advance of the date on which they are to be discussed and questions and suggestions brought to the next meeting. The SPI writer must be prepared to present all research materials and answer all questions at that meeting.

*Supervisory training conferences* on approved SPIs are almost mandatory if a uniform explanation is to be given all people. These conferences should be held as soon as possible after the release of the SPI following the same procedure indicated for the management staff conferences. In addition, however, the results of these conferences should be measured. Objective examinations should be constructed and administered as an integral part of the training program. If further training is indicated by the results of these tests, it should be given.

*Supervisory participation* can be obtained either by discussing the first draft of the SPIs with individual supervisors, or by holding group discussions on the proposals of the SPI writer. If practicable, the latter method is preferred since it brings in the supervisor prior to management's approval and thereby gives him a greater part to play in policy and procedure development.

The SPI program outlined in this paper represents only one approach to the problem. Though the procedures herein proposed may be adapted to meet the needs of most companies, a number of the equally effective variations might be developed.

The particular method employed is not too important if top management actively supports the principle that ***written policies, properly approved and widely distributed are prerequisite to intelligent personnel management.***

Are people important?
Here is an amusing story of how to save the personnel department a lot of trouble, get some necessary paper-work done ahead of schedule and at the same time make one of your employees feel important. And that is good for the morale of *all* employees.

# Are Your Fleas Trained?

By Gladys D. Meyer, Personnel Supervisor, White-Rodgers Electric Company, St. Louis, Missouri.

There are two kinds of fleas.

The vast majority are pesky dive-bombers who spend their days making miserable both man and beast.

Then there are an infinitesimal few who are TRAINED, and who lead well-ordered lives to the financial profit of their employers.

The difference in classification has been brought about by one thing, imagination. Industry and patience enter in too, but before, and more important, is the imagination.

Every Personnel Department has its quota of fleas, most of them untrained.

Take, for example, the Woman-Employee-Who-Gets-Married-And-Continues-In-Her-Job flea.

Did you ever itemize the forms, the pieces of paper, that may be needed in connection with a change in marital status?

—there's a change in status form or some similar one to get the new name on the payroll, and perhaps a new address and phone number in addition, for the personnel record.
—there's a badge or identification card to be changed.
—there ought to be a new social security card, showing the new name.
—there may be a change in the number of deductions for income tax.
—in some insurance plans the employee may want to add her new husband for benefits, or drop her own coverage.
—bond purchasers would want a new co-owner or beneficiary.
—if savings plans were in effect, a change to a joint account might be desired.

It's a regular paper chase, with the Personnel Department doing the chasing!

And how does it usually work?

Like an untrained flea!

The foreman is usually prompt about seeing that a change in status is forthcoming, so as to get the new name on the payroll and the personnel record; the employee is usually prompt about getting a new badge. But after that, the flow of paper dries up. Of course, the foreman tells the employee to stop in at the Personnel Department and take care of the other changes, and the employee vows she will do just that, but somehow both forget the matter once the words have been spoken.

And pretty soon a bond is delivered to the new Mrs., and her mama is still the beneficiary, and how do you think she is going to feel when she shows it to her new co-owner (he thought)?

The bride knows that the fault is hers but all the same she goes around with a mama-you-should-have-MADE-me-practice-the-piano-when-I-was-a-kid expression on her face. Not bad maybe, but not good, either. Just kind of like a flea bite.

Or maybe the discovery is made-too-late—that SOMEONE is going to have to mail a sizeable check to the Department of Internal Revenue because she failed to fill out a new W-4 form at the time of her marriage. And what a flea that is!

### Train Those Fleas

If you have a pinch of imagination handy (it's much better than salt) these fleas can be trained. Instead of nipping at the tender spots they can be made to work for you and profit you much.

Suppose you get together all the forms a bride might need to fill and sign. Then suppose you staple a little note to each, explaining why it is necessary and how to fill it.

Then suppose you put them all in a white, white envelope, and slap a few stickers on the outside—cupids and orange blossoms and wedding rings (from any dime store, 10¢ for 24). Now tie a narrow white ribbon (again the dime store, 10¢ for 5 yards) around the whole works, and send it to the foreman of the newly-married employee.

On the first day the bride wears her new name to work, let the foreman take over. If he is an interested, cooperative guy, he'll call the newly-wed up to his desk first thing, congratulate her on her marriage, ask some interested questions about the new husband and home, and kid her about all the paper work she has caused. Then he presents the forms, assisting in their completion if necessary.

It will take less than ten minutes. But look at what he has done! By this move he has lifted the employee out of anonymity, he has turned the spot-light on the most important event in her life, he has made her feel like a SOMEBODY, and he has learned a little bit more about her.

And a fist full of forms get back to home base—the Personnel Department—before the day is out, all at one time, all complete.

It could even work out this way: There could be a day when a foreman calls and says "Look—We've got men in this plant, you know. I've got three getting married this month. Don't you have any GROOM kits?"

You don't, but you can have in a little while. Same as the bride's kit, except you leave off the cupids and orange blossoms, and paste on a picture of Dagwood Bumstead, instead.

Some will read this and say, "Oh brother, is that corny!"

Sure it's corny—the same sweet variety that you find in a Fibber Magee and Mollie, or an Eddie Cantor, or a Bob Hope radio program. And do you know what a Hooper is? Well. . . . !!!!!

# About the Authors

*Dr. Donald A. Laird* is well known for his writings on psychological topics designed to help the non-technical reader. For fifteen years he was head of the department of psychology at Colgate University. He now devotes his time to writing and lecturing from his residence in Lebanon, Indiana. His doctor's degree is from Iowa University.

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*Gladys D. Meyer* has been in personnel work with her present employer since 1943. She has worked at a variety of things including making hats where, she says, she "learned a lot about foremen"! She holds degrees from Drury and Southwest State Colleges in Missouri.

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*Frank Rising* is Secretary of the Automotive and Aviation Parts Manufacturers Association and is known for his skill with words, both spoken and written. He was formerly Labor Editor for Business Week and, like ye Editor, began life in Kansas.

Do you want to know what your employees think about their employer, foremen, pay, working conditions and many other things? The "attitude survey" is becoming popular as a device for answering this question. Here are some considerations to be kept in mind in constructing such an instrument.

# Employee Attitude Surveys: An Analysis

By Doris Rose Henle
*Saint Louis University*

Employee attitudes, although not listed in our Census of Manufactures, constitute a significant product of modern industry. Good and bad attitudes mirror the whole tangled network of industrial conditions as well as the intelligence, temperament and emotional stability of the employees.

To many companies in our competitive economy, the productivity of employees may prove to be the factor that determines success or failure. This productivity depends largely on the attitudes of the employees. Therefore, it is essential that cooperative attitudes be induced by correct managerial policies in industrial relations. Correct policies, in turn, must stem from an understanding of the employees' aims, desires and beliefs. Yet many employers feel helpless as they look wonderingly at the streams of people flowing through the plant gates and wish sincerely to know what really is on the employees' minds.

With the assistance of employee attitude surveys, however, employers can become better acquainted with these employees and ferret out many of the multitude of trivial annoyances which cause industrial unrest and create anti-company attitudes. Such knowledge enables management to plan policies in the vital field of industrial and public relations with more confidence that these policies will be successful.

Systematic surveys of employee attitudes began in the early 1920's under the direction of J. David Houser. Since that time such studies have been made in hundreds of companies involving hundreds of thousands of employees. Today there are many organizations doing such research. Of course, such surveys definitely are not a panacea. There is no one remedy which can rid management of all of its perplexing problems, but it is an effective industrial relations tool which has proven beneficial and worthwhile.

The term "attitude" is very vague. However, we will define employee attitudes as the composite profile of the worker's convictions, opinions and feelings concerning his work, his employer and supervisor, and his fellow employees. His attitude influences his morale and the morale of his fellow workers, and thereby has important effects on production.

## Factors Influencing Employee Attitudes

The formation of employee attitudes is influenced by numerous factors which may be divided into three groups:

1) *Factors in the individual employee:*

   Ability
   Age
   Health
   Intelligence
   Temperament
   Desires
   Expectations

2) *Factors in the Employee's life outside the plant:*

   Home conditions
   Personal problems
   Financial status
   Group influence
   Labor union activities
   Social activities
   Social, economic and political conditions

3) *Factors in relations with the company*

   Security of employment
   Opportunity for advancement
   Opportunity to use ability
   Opportunity for participation, free interchange of ideas.
   Understanding and respect by employer
   Recognition and fair evaluation of work
   Personality and method of supervision
   Job instructions from supervisor
   Social relationships on the job
   Kind of work performed—
     Interesting and worthwhile as opposed to routine, monotonous work
   Company's labor policies
   Prompt and fair settlement of grievances

Wages or earnings
Work shifts
Conditions of work, surroundings
Work pace
Layoff and discharge
Safety practices and mechanical safeguards
Compensation for accidents

It is apparent that with so many factors influencing employee attitudes, there is a limit to what the employer can do. However, it is possible to promote favorable employee attitudes and high morale by providing information and education in addition to satisfactory working conditions, wages and hours.

A prerequisite to any such educational program which the employer might undertake is a discovery of employee attitudes as they are manifested through the employees' answers to the following questions:

1) Does he feel confident he will hold his job as long as he does good work?
2) Does he think his job has some degree of distinction and importance?
3) Does he feel that he really is a part of the organization in every way?
4) Does he consider his particular job a useful and meaningful step in the production of a unit? Does he know its place in the line of production?
5) Does he take pride in his work?
6) Does he have a sense of individual responsibility?
7) Does he know he can always ascertain if he is improving in the performance of his work?
8) Does he believe he has an opportunity for advancement?
9) Does he know the specific grievance machinery?
10) Does he feel there are some opportunities for social activities and contact with fellow employees?
11) Does he know about the existence and operation of various benefit plans?
12) Does he consider his immediate superiors fair in their treatment of him?
13) Does he have a feeling of identification with his department?
14) Does he think that top management treats the employees fairly?
15) Does he believe that top management is endeavoring to have good employee-employer relations?
16) Does he believe his employer is interested in the welfare of the employees more than any other employer?
17) Does he feel there is no other company in the city where he would rather work if he could get the same job at the same salary?

## Objectives of Employee Attitude Surveys

In order to determine if the undertaking of an employee attitude survey would be feasible and of practical value to the company, the employer should review the paramount objectives of any employee attitude survey. While it is true that these objectives may vary from one company to another, depending upon particular cir-

cumstances and situations, the major objectives as they concern the employer, the supervisor and the workers include the following:

*Objectives affecting employers:*

1) To inform the employer of the attitudes of his employees.
2) To provide him with a picture of the state of morale in the company.
3) To ascertain employees' ideas and knowledge about the company.
4) To determine employee reactions to company policies and programs and indicate the strengths and weaknesses of these policies and programs.
5) To provide a map locating the specific problems, dissatisfactions and sources of irritation which might lead to serious misunderstandings if not corrected.

*Objectives affecting supervisors:*

6) To uncover for each supervisor the cause of any employee dissatisfaction on the job, so he can take action to improve the situation.
7) To provide valuable concrete case material for use in training supervisors.
8) To provide supervisors with a deeper realization of the importance of their position and thereby stimulate better performance.

*Objectives affecting workers:*

9) To relieve tension by giving employees an opportunity to unburden themselves.
10) To improve morale by showing that the employer is interested in the employees.
11) To provide an outlet for employee opinions and suggestions about improving the job.

Another objective of paramount importance in industrial relations is:

12) To assist management and union to know and understand one another better and to appreciate each other's desire to build a sounder industrial world.

## Topics

The area of opinion to be explored in an employee attitude survey may be divided into five main categories:

1) The company in general
2) Top management and how it handles its problems
3) Supervisors and their relations with the employees
4) The employee's specific job
5) The company's employee relations policies and practices.

## Methods

The method employed to ascertain the attitudes and morale of employees varies. The personnel department of the company, the type of information sought, and the

information already available are important factors determining which one of the following methods will be used:

1) The personal interview; which may be "guided" or "unguided."
2) First hand observations of workers' behavior on and off the job.
3) Reports by supervisors, personnel counselors and union representatives.
4) Statistical records dealing with labor turnover, absenteeism, labor disputes, grievances and production indices.
5) The questionnaire.

The last mentioned, the questionnaire, is being used most frequently today by private industry and research organizations engaged in this type of study. In many cases, industry prefers to engage professional research organizations or faculty members of universities to make employee attitude surveys employing the questionnaire.

### Rules for Questionnaires

Every questionnaire should be tailor-made for the particular company concerned in the study. However, there are certain considerations which are valid for all:

1) Usually it is feasible to have the questionnaire completed on company time during working hours (except piece workers.)
2) The employees should be allowed sufficient time to complete the form and to discuss any part of it with the person administering the questionnaire. However, it should not require more than one hour for any employee to answer all the questions.
3) The contents of the questionnaire should be such that employees will be able to form a judgment of their significance.
4) The judgments must be based on actual experience with, and knowledge of, the issue in the particular company and the situation to which the issue applies.
5) Only those factors that are company practices and therefore controllable should be included.
6) The factors that are sources of irritation to employees should be categorized and worded so that their disclosure will not be costly to other employees.
7) Anonymity is absolutely essential if confidence and cooperation are to be maintained.
8) Independence and freedom from any coercion or restraint must prevail while the questionnaire is being answered. No representatives from management or union should be present at the time, and no one should contact any employee regarding any issue involved.
9) Employees should be discouraged from discussing the questionnaire among themselves during the session, and no employee should be allowed to take copies away.
10) Wording of questions should not be ambiguous, but should be in such language that any worker can understand.

11) Wording of the questions must not suggest what management might believe to be a favorable answer (no "loaded" questions).
12) The "possible answers" provided with each question must give ample opportunity for an accurate expression of opinion by workers with all shades of conviction, ranging from enthusiastic approval to vindicative criticism.
13) The range of questions asked should provide the broadest possible coverage of matters concerning employee-employer relationships.
14) Space should be provided for any comments.
15) Insure enough replies to give a true cross-section of the thinking of the entire group of employees.

## Procedure for Conducting Employee Attitude Surveys

In order to obtain the true opinions of the employees and to insure adequate subsequent analysis and statistical treatment of the data, it is essential to have a well-organized procedure for conducting the study and securing the information in a useful form. A procedure which may be followed in preparing and administering an employee attitude survey includes the following steps:

1) *Planning the Poll*
   a. Determine what information is wanted and how it will be used.
   b. Decide if information is to be of a general nature or represent facts about certain departments and concerning particular subjects.
   c. Decide which method will be the best to use in the particular poll; for example, questionnaires.

2) *Winning Cooperation*
   a. Get the understanding, approval and suppport of all top executives, supervisors and union representatives.
   b. Prepare and explain the details and purpose of the study.
   c. Invite top executives and supervisors to participate and form a committee which will help build the questionnaire and analyze the results.

3) *Preparing the Questionnaire*
   a. Decide on the topics to be included in the questionnaire.
   b. Build practice questions.
   c. Put color and life into the questionnaire.
   d. Make a pilot survey.
   e. Present to a reviewing board which should examine the questionnaire, screen each question for clarity, simplicity and legality, and analyze it in the light of company needs.

4) *Informing the Employees*
   a. Tell each employee about the survey by letter, or,
   b. Place a poster size letter from the President of the company on bulletin boards through the plant the day previous to the survey. This letter should:

Tell what will be covered in the survey.
Tell why the survey is being made.
Request the employees to cooperate.
Give instructions necessary for the survey.
Promise returns will be anonymous.
Promise a report on the results.

5) *Method of Distribution*

a. On company premises (meeting rooms) during working hours.
b. Other possible methods include:
Mail to home
Distribute with pay check
Distribute by immediate supervisor in each department
Distribute by employees or a committee
Distribute by some other method the employees select.

6) *Method of Return*

a. Questionnaire may be placed in a locked box, or
b. Questionnaire may be returned by mail.

7) *Tabulating and Analyzing Returns*

a. Divide into groups:
Age
Department
Wage level
Length of employment with the company
Previous employment history
Education, etc.
b. Unless the analyst is experienced, it is better to use a simple table showing:
Number and percentage of employees participating
Number of "Yes" and "No" answers
Number of favorable and unfavorable comments
c. Separate according to classification.

8) *Recommending Corrective Measures*

This step should be handled by a committeee composed of executives, members of the industrial relations, legal and production line departments, representatives of all departments, as well as union representatives.

a. Tackle each problem as it comes up.
b. Investigate and weigh the merits of each suggestion and criticism.
c. Decide on action to be taken by committee vote. If the complaint is considered reasonable or a suggestion is acceptable, action is important and should be started as soon as possible.
d. As soon as some tangible improvements have been made, prepare a preliminary report for the employees which shows results of the study, lists improvements and explains why others have been delayed. This report will demonstrate good intentions and sincerity of purpose.

9) *Final Report*

a. Prepare a final report listing improvements and explaining those not handled.

b. Mail report to each employee with a letter of thanks for their cooperation.

10) *Final action*
Dissolve committee. Frequently provisions are made for future studies.

### Benefits of Study

Employee attitude surveys have proven beneficial time and time again. A few of the more obvious benefits which flow from the study per se or from action taken subsequent to the study are:

1) Employee morale is improved by the administration of the survey because employees "discover" that management really is concerned about their opinions.
2) Employee pride and confidence in his company is increased.
3) Employee cooperation and interest is stimulated.
4) Employees feel free to offer suggestions for more improvements.
5) The studies tend to reduce such absenteeism and turnover as flow from unrelieved employee dissatisfaction.
6) The studies tend to decrease strikes, labor disputes and grievances.
7) They result in better working conditions and company policies and practices which the employees find more acceptable.
8) They tend to increase productivity.
9) They strengthen training programs and make them more realistic.
10) They increase understanding of employee-employer relations through a study of the problems raised by the survey.

Editor's Note: There are some problems of statistical measurement in analyzing the meaning of the returns from an attitude survey which the author has chosen not to discuss. This note is only for the purpose of calling attention to them. For example, suppose that a question has four possible answers and the proportions who answer are 35%, 31%, 25% and 9% respectively. Is 35% significantly greater than 31%?. That is, does such a difference have real meaning or is it one that could have been due merely to chance? If the latter, then no importance should be attached to it. Other problems concern the design of the questions to avoid ambiguity, and other difficulties. It would be wise for the survey designer to be aware of the problem of measurement before he commences, as well as when he begins to analyze the results.

# Editorial Comments

## The Personnel Job

The personnel man may be called Vice President, Director of Industrial Relations or Personnel Director. Whatever the title his job is one of the tough ones. No matter what his title or how large the organization of which he is a part, his job is a varied and difficult one. The complete personnel job may be divided into five kinds of duties:

1. Human relations
2. Formal labor relations
3. Employee security and service
4. Records and routine
5. Technical

Let us take a look at the kinds of things that a personnel man is supposed to do in these five areas.

*Human Relations.* The most important part of this group of duties is the personnel man's relations with the top executives of the organization. He must be persuasive and diplomatic in the highest degree. Otherwise his programs will meet with opposition or worse, even though they are designed to help the "line" departments who thus oppose them. Besides being persuasive the personnel man must have programs that are sound; which is difficult sometimes with the more technical matters such as psychological tests and job evaluation. In this group of problems come all informal relations with individual employees and applicants, such as employment, counseling, handling grievances and many more of great importance.

*Formal Labor Relations.* This, of course, covers all union-management relations and involves some of the most complicated human relationships known, many of which require political judgment of a high order—since union leaders must be politicians.

*Employee Security and Service.* This includes all benefit plans such as insurance, pensions, unemployment compensation, sick benefits, hospitalization and medical and health plans. Services include employee publications, cafeteria and recreation.

*Records and Routine.* Good records are important in the personnel field but they must be economical and must furnish essential information when it is wanted.

*Technical.* Research is very important in personnel, and some programs are highly technical in nature. Of these may be mentioned psychological tests for employment and transfer, pension plans, performance rating, job evaluation, attitude surveys and studies of such problems as labor turnover. This group of problems is most often the one which has been neglected or poorly staffed, even in many very large companies.

This brief catalog of the contents of the modern personnel job makes it clear that a good personnel man must be a fellow with lots of different kinds of abilities. They must be abilities of a high order, too, because his is a job where the pressures

are very great; from union, management and employees. So, shed a tear for the personnel man; but if you are one yourself don't expect much sympathy. You are on your own!

## Stuff and Nonsense

Or, as Grandmother used to say, Fiddlesticks. This "line" about 95 per cent of all the people being in favor of the Ever-Normal Dole and the Welfare State, and If-you-don't-like-it-go-form-another-party, is simply ridiculous. It is about time we had this question out—and maybe by election time in 1950 we can get a chance to vote on more candid, straightforward statements than the sort of double-talk we have been getting. Just take a look at some of these soft sophistries which aim at getting votes from all sides but not at settling fundamental issues:

1. *We are in favor of slum clearance.* For Heaven's sake, who *isn't?* Nobody likes slums. But are we in favor of the federal government taking charge of slum clearance and building a new bureaucracy in that field, or are we not? Come on, choose your side!

2. *We are in favor of social security.* What do you mean by social security? Do you mean a system of encouraging indolence and profligacy through constantly-expanding doles, and the implied promise that we can live well without effort?

3. *We are in favor of farm price supports.* What does that mean? Does it mean buying potatoes and burning them? Does it mean the program now in force which has run into the brutal facts of supply and demand? What *does* it mean?

4. *We don't want to return to "the twenties" or earlier times.* Does that mean that we don't want to return to truth and honesty and the virtues of earlier times which have been denied but still live? Is a man who believes in Christian teachings a "reactionary" because he follows such teachings of earlier years?

Let's get to the bottom of some of these things. If you believe that we've been on the right path during the past few years you most certainly have a right to say so, and to vote so. If you don't, you ought to have a right to say and to vote your convictions. It seems to me that we've had far too much of this woozy, scrambled talk which seems deliberately designed to avoid coming to grips with our problems. These are times when the cold, factual truth would be good for us. And right when a good many of the fantastic schemes seem to be breaking down is a pretty punk time to claim that they are sound.

Frank Rising, *Memo to Management*

# Personnel Research

*Vocational Interest Test at the Skilled Trade Level.* By Kenneth E. Clark, University of Minnesota. *Journal of Applied Psychology*, August, 1949, 33, 291–303.

"It is the purpose of the present investigation to explore the possibilities of developing . . . an interest measure, usable for potential workers both in the occupations of enlisted men in the armed services, and in the corresponding civilian occupations." This was done by constructing a 570-item questionnaire which was called the *Minnesota Vocational Interest Inventory.* The material was selected from a variety of sources and was intended to identify the preferred choices in many fields of plasterers, printers, painters and men from several other skilled groups. "The data . . . seem to suggest that skilled trades groups may be ordered into families of occupations with rather similar interests. . . ." The ones studied were eight A. F. L. trade unions, and the study is suggestive of aprocedure that may be used widely in industry. It may be wondered in passing why the title did not read "A Vocational Interest Test for Skilled Trades" instead of employing the overworked word "level."

*Instrument Reading. I. The Design of Long-Scale Indicators for Speed and Accuracy of Quantitative Readings.* By W. F. Grether, Aero Medical Laboratory, Wright-Patterson Air Force Base, Dayton, Ohio. *Journal of Applied Psychology*, August, 1949, 33, 363–372.

"Quite a number of instruments used in aviation and elsewhere must be read with precision greater than can be provided by one revolution of a pointer on a circular dial of conventional size. There is considerable accumulated evidence that, except for the direct reading counter, most of the devices that have been used to increase effective scale length result in instruments that are very difficult to read. In a previous study . . . on the design of clock dials it was found that as common an instrument as the clock is quite difficult to read. Even the best clock designs required approximately 5 seconds . . . for readings in hours and minutes by Air Force pilots. Even with this time spent on each reading, about 7 per cent of the readings on the better clocks were in error." This is an experiment in comparing the speed and accuracy of reading increased scale length on instruments. The work was done with nine altitude indicator dials. One of the findings was that speed and accuracy were positively related. The experiments are suggestive of the benefits that might be secured in industry from similar investigations of ease—speed and accuracy—of reading dials and instruments, many of which have not been changed in many years of use, and whose design has been taken for granted all those years.

# The Editor Chats With His Readers

### Employer-Employee Communication

One of the newsiest and best edited industrial employees magazines is the "Employees Bulletin" of the Weirton Steel Company, Weirton, W. Va. The September issue contains an interesting summary of the results of the operations of the company for the year 1948. This is an eight-panel picture of a silver dollar. Each panel successively shows what a part of the dollar is spent for. For example 52.4¢ out of each dollar is spent for materials, services and other expenses while finally 2.5¢ of each dollar is paid out in dividends to stockholders. This is a graphic and easily understood statement of what happens to the $439,107,387 which the company received in 1948 from all sources.

The Union Oil Company of California, in Los Angeles recenty presented its annual report by television.

The tremendous interest in comic books is being used as a vehicle for a new series of messages to American workers. "Steve Merritt" is the title of this monthly comic magazine. The adventures of Steve Merritt are as exciting as any of the current comics. However, they are not spoiled by sermonizing or preaching. The Steve Merritt magazine may be mailed directly to the home of the individual employee, where it reaches every member of the family. In addition the publishers issue a management bulletin for supervisors, personnel men and others which describes the subjects covered in Steve Merritt with suggestions for following up the points made there. A yearly subscription of 12 issues is $1.00 per employee. Steve Merrit is published by Teamwork Publications, Inc., 1790 Broadway, New York 19, N. Y.

"STET" is the title of an eight-page beautifully printed paper issued monthly by the Champion Paper & Fiber Co. of Hamilton, Ohio. They call it "House Magazine for House Magazine Editors". It contains many valuable suggestions for editors of industrial papers.

The Penco Packet, the semi-monthly employee magazine of and by the Pennsylvania Company employees, recently carried a forthright statement entitled, "Our Performance Rating Policy". It was written by Charles W. Brooks, Personnel Officer, and tells how the policy was developed, what factors are considered in rating the employee, how the ratings are reviewed by supervisors, and other details. This indicates a progressive employee relations attitude which is in line with the best policy. Surveys constantly reveal that employees want more information about the things which affect them.

### "Living" with the Union

"Labor Relations at Work" is the title of a very readable and human story of labor-management relations at the American Lead Pencil Company in Hoboken, New Jersey, which appeared in a recent issue of Fortune Magazine. This is an account of the things which go on in the daily relations between labor and management. The article is not only interesting and readable but indicates the immense amount of time and attention that must be given to the daily problems of management-labor relations. The following is a brief extract from the article. Dick Lewisohn handles union relations for the company. John Lombardo is shop steward of Local 77-A of the Textile Workers Union, which organized the plant in 1937.

"The relationship between Mr. Lewisohn and Mr. Lombardo is constant, casual and complex. Practically every afternoon, shortly after lunch, Lombardo drives in his old Ford over to the main plant to discuss his latest batch of requests and complaints with Mr. Lewisohn.

"A foreman has accused one man of not turning out his quota of boxes and said there'd be no overtime in the department because of this slow worker. 'The guys blew their lids,' Lombardo said.' I can't understand this foreman doing that. One of the nicest guys you wanna meet. Hardly ever says anything. Maybe he had a grudge.'

"Lombardo eyed Lewisohn carefully for a moment. Then he said,' Do you think in the back of your mind they're not producing as much as they could?'

'I'd rather not comment.'

'Come on,' Lombardo said, 'I won't hold you to it.'

'Well, yeah, I have a hunch they're looking for some overtime.'

"Lombardo leaned forward. 'Well, Mr. Lewisohn, if that's your hunch, I'll tell you something. You're right. They are looking for overtime. But the point is this: if they're entitled to it, they should get it.'

'Sure,' Lewisohn said, 'if they're giving a full eight hours work.' He smiled slightly at this familiar old argument. 'So how about making a study of this 'slow' man's production?'

'O.K.' Lombardo agreed. 'I'm agreeable. The guy has nothing to hide. I don't object.'

'Well, is that all, Mr. Lombardo? I hope so.' Mr. Lewisohn sounded a little tired, but he also sounded as if he were willing to continue indefinitely.

'Yeah,' Lombardo said. He got up, started out the door, then turned and asked, 'You'll let me know when we're gonna grieve?'

'Sure, John,' Lewisohn answered. 'Probably next Friday.' "

This story illustrates the one of the most important points in management union relations, which is that collective bargaining is something that has to be lived every working day of the year, from morning until evening. It is not a matter of drawing

up a contract once a year. Among the many stories on collective bargaining carried in Personnel Journal, an interesting one is "Collective Bargaining—Grass Roots or Ivory Tower" by Harvey T. Stephens, Director of Industrial Relations, International Resistance Company, Philadelphia, which appeared in the issue of February 1948. In this issue Mr. Stephens tells how the foremen are helped in their daily dealings with union problems. He describes how each one is furnished with a notebook-size copy of the union contract, with blank pages for taking notes on the cases which come up from day to day. Each year, in advance of negotiating the new contract, all foremen meet with superintendent, plant manager and industrial relations manager to discuss their experiences during the year, as a basis for improving the coming contract.

In *every* organization there must be some one who has time to "live" with the union, if management-union relations are to be successful.

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## Profit Sharing

A careful study of profit sharing plans shows that their success usually is dependent on the sound attitude of the top executive of the organization, more than anything else. At any rate it is always interesting to hear of successful plans. The Joslyn Manufacturing & Supply Company of Chicago has a plan which has been in operation for thirty years. The company has been outstandingly successful over that period in the manufacture of equipment for telephone and toll lines. One unusual feature of the plan is that each worker pays into the "Employees Savings & Profit Sharing Fund" not more than 5% nor less than 2½% of wages, with total annual payments not to exceed $200. The company pays into the fund at the end of each year not less than 12½% of its net operating earnings but not exceeding four times the amount paid in by all members for the same year. The fund is held and invested by a trustee acting under an advisory committee of five, two of which are employee participants.

Perhaps most interesting are examples of accumulations by individual workers. Miss L. has been with the company over 29 years and has to her credit $41,699. Of this she contributed $3,630 and the company $11,060. The remaining $27,009 represents compound interest accumulations plus credits derived from the company's share for workers who have resigned. C. J. G. has been with the company 21 years and will retire in 13 years. He has accumulated $20,511. H. L. M. has been in the fund 24 years and has 5 years to retirement. He is a machine operator and has $41,173 to his credit. Whatever your opinion of the merits of profit sharing, these figures are impressive.

# Across The Editor's Desk

General Foods Corporation was awarded the third annual "Distinguished Service Award of the Special Devices Association" for its progressive personnel training program. The award made special mention of General Foods printed policy statement of employee relations, known as the "Little Yellow Book". The program is noteworthy for the emphasis placed on effective human relations in supervision. The award was presented by the first director of the Association, Rear Admiral Louis deFlorez.

The Civil Service Assembly announces the appointment of a new director of the headquarters office in Chicago; Mr. Kenneth O. Warner. Mr. Warner comes to the Assembly from the National Security Resources Board where he was director of the Office of Human Resources. This editor takes pleasure in recalling a close association with Mr. Warner in the Office of Price Administration, Washington, during World War II. Mr. Warner's training and experience are combined with a very dynamic personality and his appointment is good news for the Civil Service Assembly.

The latest issue of "Selected References" issued by the Industrial Relations Section at Princeton University is one called "Wages, Prices and Profits", which contains 16 references to books and magazines carrying recent articles on these topics. It is available at 15¢.

The American Management Association has issued its annual report containing reviews of the seven divisions of the Association. Mr. Lawrence A. Appley, President of the American Management Association, reports that the Association last year issued 100 separate publications of management literature, equivalent to about 15 standard-size books. The Association also arranged a series of conferences for the various divisions which were attended by more than 10,000 operating executives. In the personnel field, Mr. Appley believes that there will be more emphasis than ever for the coming year on giving individual attention to employees.

The New York State School of Industrial and Labor Relations of Cornell University, recently held its third annual conference on the teaching of labor economics. Forty college and university teachers participated. There was a one hour session on visual aids in teaching labor economics. The final period was given over to three round table groups on teaching problems of labor relations.

Personnel men who are responsible for industrial feeding will find the news bulletin of the National Restaurant Association very useful. This is published at 8 S. Michigan Ave., Chicago 3, Illinois. The national conference was held in Chicago in August and was attended by persons from 35 states. The research department now issues a supplement to the News Bulletin. The September supplement deals with food prices and food supplies for the month of September.

The most recent publications from the American Management Association are those which cover the personnel conference held in Chicago early this year. They are personnel series bulletins Nos. 124, 125, 126 and 127 and contain all of the papers presented at that important conference. Included are such important topics as Developing Leaders, Health and Pension Plans, Merit Rating, Union Problems and many others. Each one is available from the association for 75¢, from 330 W. 42nd St., New York 18, N. Y.

A troublesome problem in all personnel and industrial relations offices is the economical and efficient keeping of records. The Graduate School of Business Administration at New York University and the National Records Management Council announce training courses in records management. Information may be obtained from the University at 90 Trinity Place, New York 6, N. Y.

The Second Annual Conference on Labor was held this summer by New York University. It was attended by industrial relations men from industry and top representatives from union labor from all over the county. The twenty one lectures given at this conference are now available for $7.50 from Matthew Bender & Co. 109 State St., Albany, 1, New York.

A recent publication by the National Industrial Conference Board reports that there has been little change since 1920 in the relationships between skilled and unskilled wage rates. These rates have tended to move together during the past 28 years. This report was prepared by the Statistical Division of the Board under the title Wage Differentials by Skill: 1920–1948.

"Training in New York State Industries" and "Apprenticeship in Western New York State" are two of the most recent research bulletins issued by the New York State School of Industrial and Labor Relations, Cornell University. They are available free of charge to New York State residents. The first is by John M. Brophy who is the author of many other articles and reports on training and allied subjects. The second is by Edward B. Van Dusen, who is in charge of technical education at the Pittsfield, Massachusetts High School. Dr. Brophy is an associate professor at the New York State school of Industrial and Labor Relations. His report on training and industry is a 95 page well printed book. Dr. Van Dusen's report on apprenticeship training is 51 printed pages with paper covers.

"The Supervisors Management Guide" is a human relations hand book for supervisors and foremen, just issued by the American Management Association. It contains twenty chapters in eight sections covering 200 pages. Some of the titles of the sections are The Qualities of Leadership, Developing Skill in Communication, Getting Results from Conference Training, and finally a seven page human relations reading list. Copies are available at 330 West 42nd St. New York 18, N. Y. The price to members is $3.00 and to non-members $3.50. The manual is so designed that it can used for individual reading, or as a basis for supervisory training conferences.

The University of Michigan has just issued the first of a series of human relations booklets under the title "Productivity, Supervision and Employee Morale". This is a report from the Survey Research Center of the University and describes the program of study carried out with cooperation of the Prudential Insurance Company, Newark, New Jersey. This study deals mainly with characteristics of supervisors. For example it is shown that the best producing sections are headed by supervisors who give more of their time to supervision and less to production than do the heads of the low producing sections. This and numerous other interesting findings dealing with the effectivenss of supervisors in high and low producing divisions are presented briefly and clearly in this well printed 22-page bulletin issued by the University at the Survey Research Center, Ann Arbor, Michigan.

A survey of personnel policies in junior colleges has been prepared by Robert L. Lincoln, Director of the Greater Providence Y.M.C.A. Institute, Providence, R. I.

An unusual departure in labor-management relations is illustrated by an advertisement which appeared in the New York papers recently. It consisted of an appeal by the members of Local No. 9, R.C.I.A. of the A.F.L. inviting the public to visit the John Wanamaker store and to do their purchasing there. "You will see how the teamwork of labor and management, working together, produces the best results for our customers." The advertisement was three columns wide and about 12 inches deep. It concluded with this appeal "We invite you to visit any of our four New York stores today and make a purchase or open an account. Do it now. Thank you."

There is growing interest in the collective bargaining aspect of welfare and benefit programs. The Dress and Waistmakers Union of New York City, affiliated with the International Ladies Garment Workers Union, A.F.L., operates a union-administered self-insured plan which was established by collective bargaining. It provides disability, hospital, surgical, maternity, tuberculosis, death and other benefits for covered workers. A report on this fund has recently been issued by the New York State School of Industrial and Labor Relations, Cornell University, under the title "Welfare Collective Bargaining in Action." It was written by Morris Sackman who is supervisor of the sick benefit department of Local No. 22, one of the unions affiliated with the joint board of I.L.G.W.U. Copies of the report are available free of charge to New York State residents. Orders from sources from outside of the state of New York will be filled at 15¢ each.

"How to Audit your Labor Relations" is the title of a special report prepared by the Labor Relations Institute, 1776 Broadway, New York 19, N. Y. This report is intended to guide management in a thorough analysis of the labor relations problems confronting their organization. It is available at $2.10 per copy from the institute.

# Book Reviews

Trade Union Wage Policy. By Arthur M. Ross. Berkeley; University of California Press, 1948. 133 pp. $3.00.

This book attempts to explain realistically the setting of wage rates under collective bargaining in today's economy. If, as Sumner Slichter maintains, we are tending towards a "laboristic" economy, any insight into wage determination is most welcome. Professor Ross's contention is that a trade union operates as a political agency in an economic environment. This is not a new concept to union leaders, personnel directors, and students of industrial relations. It may be quite a novel approach, however, for those ivory-tower economists who have attempted to explain trade union behavior by abstract reasoning. By failing to consider the fact that a trade union is a political institution and that a trade union leader must be primarily a first-class politician, the theories of industrial relations advanced by many economists in the past have been quite unrealistic.

The book is divided into six chapters, of which five have appeared separately in various journals. Chapter One, which is new, contains a summary of the entire book. The busy reader can get the gist of the book merely by reading this one chapter. Chapter Two points out that the purpose of the union is to survive and grow. In the process of collective bargaining, union leaders usually make decisions independently; wage bargaining is rarely subject to control by the rank and file of the union. Chapter Three examines the determination of wages under collective bargaining. The author points out that for various political reasons, the union leader may sometimes be more concerned with the size of the wage increase than with the more important problem of the overall level of wage rates. Chapter Four points out that negotiators are responsible not only for the determination of wage rates, but also for the maintenance of law and order in industrial life. Chapter Five emphasizes the fact that both management and union leaders will attempt to use the wage issue to gain popular approval both from the workers and from the general public.

In Chapter Six the author attempts to determine statistically the influence of unionism upon earnings. The evidence seems to indicate that earnings tend to be higher and to advance more swiftly in industries where a large proportion of the workers are covered by collective bargaining contracts. While it is obvious that unions exist to raise wages, this reviewer feels that Professor Ross's statistical evidence on this point is not quite conclusive.

This book is a definite addition to the field of industrial relations. It clearly indicates the various non-economic factors involved in the determination of the unions' wage policies. Management must be aware of these motives of the unions in order to bargain effectively.

Nathan Belfer
Brooklyn College

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# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY

*Volume 28* *Number 7*

## *Contents for December, 1949*



EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## DECEMBER

13 Cleveland, Ohio
National Industrial Conference Board. Open Area Conference. S. Avery Raube, 247 Park Ave., New York 17, N. Y.

## JANUARY

18–20 San Francisco, St. Francis Hotel
American Management Association. General Management Conference. J. O. Rice, 330 W. 42nd Street, New York, N. Y.

26 New York, Waldorf Astoria Hotel
National Industrial Conference Board. General Session. S. Avery Raube, 247 Park Ave., New York 17, N. Y.

## FEBRUARY

13–15 Chicago, Palmer House
American Management Association. Personnel Division. J. O. Rice, 330 W. 42nd Street, New York, N. Y.

## MARCH

16–17 Syracuse, New York
American Association of Industrial Editors. Annual Convention. Ellwood H. Witt, The Ohio Rubber Company, Willoughby, Ohio

As the author points out, supervisory training in human relations is effective only to the extent to which the foremen trained actually change their behavior towards their men. Here are described some of the problems that interfered with effective results and how they were overcome.

# Training which Modified Foremen's Behavior

By Wesley Osterberg, University of Illinois

Foremen training in human relations is successful only insofar as the foremen improve their day-to-day methods of dealing with employees. A conference program can provide principles and tools which will make it easier for such improvement, but they will be used only if the foremen are able and willing to use them. They will be able if the program is adequate from an instruction standpoint, but they will be willing only if they are convinced they need help, and do not develop negative attitudes toward the program or any part of it. Training conference attendance, in itself, will have little effect on a foreman who feels that he is being imposed upon, or threatened, or in any way is hostile to what is being offered to him. Proposed principles or techniques of supervision can be rejected by an individual on the simple ground that there is no final proof, or his men are different, or he is different, or any number of other reasons, if he wants to find one to justify his refusal to be convinced.

Attitudes are difficult to recognize and deal with because they are largely a matter of feelings, but it is for just this reason that they are so important in human relations training. Emotional conviction is much more powerful and longlasting than intellectual conviction, and, since it is the long-run, on-the-job behavior we are most concerned with, attitudes must be recognized as our most important training aid or obstacle.

One of the difficulties in dealing with negative attitudes is that the trainer does not know what they are at the outset of the conference, and the foremen may be unwilling or unable to express them. He has the problem of uncovering them as quickly as possible and doing whatever seems necessary to change the circumstances responsible. Whether his analyses and actions are the correct ones in such cases can be tested only by repeating the conference with the changes included. The opportunity

for a series of such tests was given the author during the past summer when a training program was given for pipeline foremen in an oil company.

## Plan for Program

The training program covered approximately 100 men, 12 to 15 in each of 7 groups. Each conference was begun on Sunday afternoon and ended Saturday noon. The time devoted to human relations was 17 hours or 5 half-days, about half of the total instruction time. Other topics included history, policies, costs, legislation, and future plans. The course material and method of presentation received very careful preliminary planning. A tour of company facilities was arranged, major-league ball games were scheduled, and living conditions were excellent.

The original plan for using the time available for human relations was to begin with case discussions and quickly get into practice situations, or role-playing. It was felt that the latter would provide maximum opportunities for understanding and improving one's own skill in dealing with others. This plan was later modified, however, as were a number of other aspects of the program as a result of what we learned about prevalent attitudes and their effect on the success of the conferences.

## Obstacles

One of the obstacles to success was an initial resistance on the part of many of the foremen to the training conference as a whole. The foremen were scattered over several hundred square miles of pipeline, and since the meetings were to be held near the home office it required long journeys for most of the men. This meant a week spent away from home and the job, followed by a pile-up of work on return. Their attendance was felt by them to be compulsory although the desirability of the program had been indicated by practically everyone when it had been discussed in the field several months before.

In addition, the first item on the program was a three-hour tour of company facilities on Sunday afternoon which usually extended into the thirty-minute "social hour" planned for before dinner. After dinner a top executive arrived at the lodge where the meetings were held and some of the foremen felt ill-at-ease in his presence and from questions he asked of them.

A third factor, of minor but real significance, was that most foremen present knew only three or four of the group, so that the initial gatherings of the group were very quiet. This did not necessarily preclude the use of role-playing, but the men were reluctant to participate and were not spontaneous in their behavior.

A fourth factor involved the use of two paper and pencil tests for supervisors[1], to obtain an objective measure of the effect of training, to use the opportunity for constructing a norm table on a new occupational group, and for further validating the tests. Some of the men, however, inferred that the whole program was a test of

[1] File and Remmers, How Supervise ?, 1943, The Psy. Corp. Osterberg, Supervisory Inventory, 1947, Univ. of Wis.

evaluation, so they went on their good behavior, being rather reserved and noncommittal.

A fifth factor was a feeling on the part of many that training foremen in how to deal with employees was not as necessary as training management in dealing with foremen. It sometimes took the form of shrugging off a problem that needed discussion because of the attitude that it didn't matter what foremen thought anyway since the front office wouldn't change.

A sixth factor arose from the instructor's wish to use a recording device[2] as a training aid. Some of the more suspicious of the foremen felt that the records made would be played back to company executives and an evaluation of his performance made, to his possible detriment in the future. This occasionally resulted in an unreal acting out of the problem situation presented.

These factors were not all recognized as obstacles by the psychologist or by the company personnel responsible for the program until several weeks had passed and greater rapport had been established with succeeding groups. The measures to counteract them were taken as the problems were uncovered during the first few weeks. The over-all problem was not that role-playing could not be used, or that the program was felt to be ineffective by the foremen at the end of each week, but that the obstacles mentioned above were delaying the most efficient use of the relatively few hours available.

### Procedure After Corrections

By the seventh week our repeated self-appraisals and consultations with foremen of previous weeks had established the following procedures. Instead of conducting a three-hour tour of company facilities in the metropolitan area on Sunday afternoon, the men were driven immediately to the lodge where they were to live for the week, and where the meetings were held. Two industrial relations staff men present saw to it that each man met everyone there and that the facilities available were made known. Although swimming, croquet, and tennis were available, the get-acquainted value of horseshoes and card playing had been recognized, and these two activities were indirectly encouraged. As a further socializing agent, beer and highballs were made available about an hour before dinner. These refreshments were not served, but set up on a sideboard along the wall of the large room in which the training program was to be conducted. The top executive appeared before dinner and participated in this "social hour."

At dinner, the two industrial relations staff members responsible for the program, the top executive, and the psychologist, distributed themselves among the group and promoted as much as possible an informal, social atmosphere. After dinner the group adjourned to the meeting room where the executive discussed the value he placed on what could be gained from the program and a few of the more dramatic points in the history and policy of the company. It was felt to be desirable to en-

[2] Gray's Audograph, Gray Manufacturing Co., Hartford, Conn.

courage questions and comments from the group, but to avoid embarrassing any individual by asking him a specific question which he may have been unable or unwilling to answer.

On Monday morning a top staff executive described briefly the history and organization of the company. Most of the hour-and-one-half was devoted to questions and discussion which were deliberately encouraged. Following this session the psychologist administered the two tests mentioned above. This was preceded, however, by a general description of the function he was to serve there, primarily as a discussion leader, rather than an expert, and by a pointed explanation that the questionnaires were for research purposes and were to be his own property, not the company's. This seemed to satisfy the men on the point of the purpose for the questionnaires but, of course, did not prepare them for role-playing and participating in general.

In order to prepare them for participating, themselves, and to establish basic points and principles to be referred to later, the first hour in the afternoon was devoted to a "lecture" by the instructor, which was quickly changed to discussion whenever the opportunity presented itself. After a "break," during which coffee and cokes were provided, a recorded case in human relations[3] was played and discussed. The particular case, although not related to a pipeline operation, involved a problem common to it and experienced by practically everyone in the group. The men needed little encouragement to analyze and discuss the action of the foreman in the case, and it was a simple matter then to provoke discussion of related personnel problems in their own experience.

## Developing Skill in Human Relations

These problems provided the opportunity to point out the importance of understanding the employee's values and frames of reference, and the need for developing skills in handling grievances, discipline problems, and so forth. The instructor made a special effort to get everyone in the group to participate in this first session.

On Tuesday a fictional case problem in a pipeline operation was presented, one that was easy to discuss and providing the necessity for an interview of a misplaced employee by a foreman. The instructor played the part of the employee and asked one or two of the men to conduct the interview. The men who appeared most confident and capable were asked to do this before the meeting began, to avoid any embarrassment. Subsequent discussion of their technique pointed to the need for a recording of the interview, especially for the benefit of the interviewer. The fact that the audograph was available was then mentioned, and the men were asked if records would be useful. Before permitting an answer it was clearly explained that the records would be the property of the psychologist, not the company, and that in any case, only first names were to be used. When general approval was given, the importance of specific skills in dealing with others was re-emphasized, and it was time for the "break." During the 15 minutes available, the audograph was set up

[3] The Case of Charlie Evans, produced by Natl. Training Services Inc., Milwaukee, Wis.

and 3 or 4 persons were approached as participants in the problem to be presented next. In the few cases where reluctance was evident, the instructor helped the individual point out reasons why he was probably not the man for the problem to be acted out.

Several more problem situations were presented to the group, the procedure becoming one where they were told of a problem involving one or more men and a foreman. Two members of the group were then sent out of the room while the instructor told the others what the basic problem underlying the situation was. The players then returned individually and acted out their solution with other members of the group playing the parts of the employees involved.

### The Instructor Takes the "Hot-spot"

In all cases it was a difficult and tense situation for the men playing the part of the foremen. In most cases they made glaring mistakes, which were recognized and pointed out by the others. As a result of this, some hostility toward the instructor began to develop and doubts as to the value of the technique were raised. This could have been avoided by making the problems easier or by any number of other instruction methods, but it had been learned previously that by the end of the week the men who had profited most and who were most outspoken on the value of role-playing were those who had suffered the most embarrassment in failures while participating. Consequently before the break on Wednesday, the instructor offered to take the "hot spot" or foreman role in any problem the group wanted to present to him. Generally, their acceptance was quick and the problem difficult. They worked it out among themselves and presented the case to him, minus the background factors and real reason responsible. Group members played the roles of employees and the procedure followed was the same as with other cases. After it, hostility and resistance was no longer noticeable.

On Thursday, the group was asked if they wished to continue discussing and role-playing cases or if they preferred to discuss their own problems with their supervisors and management in general. Wishes to do both were always voiced so a group decision was made on how to divide the time. Their problems and criticisms of the company it was pointed out, would be presented to management, as the group directed. It was also passed on to them that the executives would take all of their suggestions under consideration and some action would be taken, if only an explanation of why nothing could be done.

Friday was devoted to a guided discussion of principles, specific skills and human needs illustrated by the cases used during the week, and an open discussion of general and specific personnel problems. On Saturday the two questionnaires were again administered with the same instructions and explanation of the use to which they would be put.

Remarks of the men when leaving the conference and in letters after returning to the job indicated that the criterion of success had been met: changes in personnel

methods were being made on the job. The understanding of problems and principles which they had reached seemed to be more than intellectual, it was one that made them determined to improve their methods because they felt it necessary for their own success that they do so. The significant point is that training techniques alone were not responsible for this understanding and the action taken by the men. The resistances, doubts, and negative attitudes had first to be cleared before the action could take place. Make the proper substitutions in the navy command, "clear the decks for action," and we have the principle established in this conference program for human relations training.

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These brief extracts from a personnel record book of a hundred years ago show that employee behavior was much the same then as it is now. Labor turnover was then, as now, due mainly to human failure rather than to lack of job skill.

# Discipline 100 Years Ago

By Lawrence G. Lindahl, Personnel Director, The Todd Company.

Discipline is an old problem. Foremen have had problems ever since foremanship began. Turn the clock back 100 years and ask yourself these questions. Have your foremen been having trouble with "skylarking"? Have employees been throwing pretzels into machinery? Or do you know workers who "get above their business" or "get their backs up and leave"?

## An Old Personnel Record Book

Personnel directors of today may use quite different terminology, but they recognize the aptness of blunt notations like these in an old personnel record book of the William Mann Division of The Todd Company. Formerly the William Mann Company, the plant is located in Philadelphia and is observing its 100th anniversary this year as The Todd Company celebrates its own 50th year. Covering the years 1864 to 1926, the much-thumbed personnel book gives an interesting insight into the labor situation of the period.

The William Mann Division today is a large producer of highest quality, insured checks for bank and commercial customers throughout the Middle Atlantic States. In 1864 it was a small but thriving business producing "Mann's Patent Movable Binders" and "Mann's Parchment Copying Paper," both innovations in the business form and stationery field.

Many of the firm's employees were youngsters who worked as press feeders. They ranged in age from twelve to seventeen years and received the munificent wage of $3.00 a week. Full of the exuberance of youth, they led the boss a merry chase for he wearily recorded such antics as "throwing water on jobs" or "jabbed pair of scissors in job."

One thirteen-year-old "threw a pretzel in the Rule machine and tore the cloth," while a fourteen-year-old was "very obnoxious and threw perforating dust on the stairs." Seven of these grammar school-age lads were fired for "skylarking" and quite a few more because they were "bad boys," or "shirked their duty and cussed,"

or "had too much mouth." Others "wanted to fight during working hours," were "too quarrelsome," or "too fresh."

The notations were often masterpieces of blunt characterization, not phrased in the technical psychological language of today but quite recognizable in their meaning despite the lapse of more than eighty years. Such items as "a nuisance," "sneak," "shyster," "too obnoxious and quarrelsome," or "fired-dumb" are fairly common. Then there are "skipped- flirty" and "not much of a success." After sixteen names stand the damning initials "N.G." One of these N.G. lads had quite a history: "Fired—N.G. Went to Jones—N.G. Went to Green's—N.G." Then a succinct finis to the budding career: "A failure."

One belligerent worker "got his back up 12/1/08 and left at noon," was rehired the next year, then again "got his back up and quit." Another "worked for Ford, worked for Finnegan, worked for Rodman, and then got out." (A choice of foremen apparently didn't help any.) One of the rulers simply "went off on a spree and didn't return."

The thin and faded little volume also shows that the harried employer took an interest in some of the workers long after they had left the Mann Company. The date and manner of death of many were noted as late as ten years after their departure from the hectic environs of the stationery manufacturing firm. Deep personal regard was indicated by such comments as these: "Good man, gone to his reward. Blessed are the dead that die in the Lord," and "Deceased—bright." Occasionally death notices were clipped from the newspapers and pasted in.

## What Became of Them?

Careers after leaving the company were of enough interest to warrant their entry in the book. Some ex-employees became farmers, some tent-makers. Several left to get in on the ground floor of the infant auto industry. One employee decided the tinsel and glitter of a circus he saw at Atlantic City was preferable to the humdrum of the blank book and copying paper manufacturing business. Then there was the man who was laid off and, apparently to the employer's regret, "turned out to be a preacher." A boy who was fired for "skylarking" proceeded to skylark himself into the Navy where he put his talents to appropriate use and became champion lightweight boxer. America's entry into World War I was recorded in the departures of the young men for the armed forces or the fast-swelling shipyards. At this point, too, was noted the entrance of women into industry in increasingly large numbers. The increase of wage rates during the war was apparent, too. In 1916 the pay for feeders rose to $4.00, in 1917 to $6.00, and in 1918 to $12.00 and $14.00.

Today's personnel directors don't know what turnover is, judging from these dusty records. Apprentices and feeders usually stayed less than a year. Many worked for only a few months and some just a few days. Every personnel executive today has had occasion to deal with employees who have injured their standing in the company through tardiness, excessive absence, dishonesty, insubordination, quarreling,

fighting, drinking, immorality, neglect of duties, and disregard for safety precautions. These actions all require discipline depending upon the discipline policies of the various organizations. Recent surveys show that reasons for discharge in the large percentage of cases involved personal characteristics. Lack of skill or ability accounts for a small percentage of cases. Personality weaknesses, then, are the cause of serious disciplinary actions more frequently than personal inability to do the work. Then, as now, there was opportunity for advancement for those who didn't throw pretzels into the machines, fight during working hours, or go jumping around to Green's or Jones'. Those who stayed seemed to advance fairly steadily through the ranks, from feeder to ruler, then to foreman or an executive job.

Industry hasn't changed much. There are still the problems of absenteeism and turnover. There is still the impatience of young people to get ahead; the impatience to prepare for and await opportunities. Time, it seems, repeats the story.

Most of us learned to handle grievances the hard way. But that is a very expensive and sometimes painful way to do it. Here are some practical suggestions about handling grievances for the new foreman and supervisor that will save him a lot of grief in his dealings with his men.

# Grievances and the New Supervisor

ANONYMOUS

When an industrial or business employee is first made a supervisor, there is much for him to learn. This necessitates a choice as to which of the many phases of his work on which he should first attempt to seek self-improvement *reading material*. This, of course, is different from learning *by experience*. In the latter, opportunities do not come in any specific, or even necessarily desirable, order. One takes them as they come,—and makes the best of them.

Possibly a useful field in which to commence reading would be that of handling grievances. With this in mind, the following material is offered, especially for the use of newly-made supervisors.

There is more to your new job as supervisor than can be learned all at once. You will learn much by experience. Also, your company, through the personal help of your own superiors, and through its organized training activities, will help you to achieve skill in the art of supervision.

You were formerly responsible for only your own work. Now you are responsible for the work of others as well, and this is a big change. It involves many new activities, new ways of thinking, and new situations. One of these, though not the only important one, is the necessity of dealing with complaints from the people under your supervision. This information pertains solely to the latter situation. It intentionally omits all reference to the other important parts of a supervisor's job. It is not a whole course or program on human relations. It is not in any sense intended to replace the counsel that will be given you by your own superior. That will be given you continuingly and as a matter of course.

Instead, it is a collection of pointers or suggestions which may help you over the beginning stages while you are acquiring a deeper appreciation and better skill in the field of handling grievances.

Your people may come to you with an issue. It could be called a grievance, a

complaint, a gripe, a feeling of injured dignity, a plain suggestion, or a suggestion-with-a-hurt-back-of-it. For simplicity, the term "Issue" will be used herein to describe it; and the term "Asker," to refer to the employee presenting such issue.

### Clear Up the Issue

When the asker comes with an issue, he may be timid and hesitant about it, or bold and demanding. He may present it himself, or have an official representative of his labor organization present it. He may have a friendly, or an outwardly belligerent attitude. He may be reasonable and reasoning, or with fixed and unyielding ideas. He may be calm, or emotional and unstrung.

Whatever his attitude, it is your job to clear up that issue on the basis of one of the following classifications.

I. If his issue is found to be justified and he has been treated unfairly, it is up to your company, *through you*, to acknowledge the wrong, and right it.

II. If his issue is found to be not justified in equity to him, to yourself, and to your company, it is up to you to explain the situation to him judicially, and to endeavor to get him to understand and mentally accept it as such, genuinely and in all good will.

III. If his issue is found to be not justified, but, try as you may, you and your supervisor have not been able to sell him on the logic and justice of the decision; it is then up to you to tell him, considerately but firmly, that he will just have to accept it at that (but see also paragraph 4, below).

IV. Combinations, variations, and intermediates of the above situations may be encountered. These will not be as clear cut as the first three. For these, there are no generally applicable rules. Common sense on your part, and a study of the situation that confronts you will determine how you should handle them.

The issues that the asker brings up may be either real or imaginary. This makes no difference to your responsibility. In *his* thinking, they are always real, and therefore still have to be cleared up by you. His thinking (so far as issues, loyalty, efficiency, attitude, and output are concerned) is your responsibility. So much so, in fact, that if one of your people has an issue in his heart and doesn't voluntarily come out with it, it would be many times better for you to so shape your relations with him, so gain his confidence in you, and so play your conversations with him that you could draw it out of him and clear it up, than to let it remain unvoiced and uncleared up in his consciousness.

This is your charge. These, among others, are your responsibilities. You will grow in ability and self-confidence as you learn to discharge them better and with more assurance down through the months and years. You may feel inexperienced now. But you would not have been picked for advancement to your present supervisory job if the poeple who chose you had not been confident that you possess the ability to execute these responsibilities or the capacity to develop it. Try to justify this confidence in you!

## Some Practical Hints

Some pointers follow. Use them for what you feel they are worth. Others have learned them—sometimes the hard way. Use them the same whether the asker is an individual on his own behalf, or one or more representatives of his labor organization.

1. Never forget for an instant that you are now a management, or company representative. You may feel rather new and uncertain in this role. You may feel that you have had little to do with setting up the company policies and procedures. Nevertheless, you are a management person. You represent management. To the asker, you *are* the company.

2. Both you and the asker have certain rights and prerogatives in handling an issue.

A. The asker, as an individual employee or as a representative of his labor organization, has certain rights and prerogatives. It is your duty to recognize and respect these, and to deal with the asker on the basis of the best possible human relations, taking these rights and prerogatives into account.

B. *You* have certain rights and prerogatives. It is your duty to see that these are properly protected and exercised, and to deal with the asker on the best possible human relations, taking these rights and prerogatives into account.

3. Remember, the objectives and aspirations of individual employees, of the labor organization, and of the company are the same.

A. What are these objectives? They are: Good jobs; more jobs; safe and good working conditions; adequate pay; efficient work; quality workmanship; and high production and sales.

B. Good jobs, good working conditions, adequate pay, and efficient work enable your company to maintain a good competitive position in the works of manufacture, business, or commerce. And a good competitive position enables it to maintain and increase the number of jobs, commensurate with general business conditions. Inefficiencies in your area of responsibility in quality, quantity, and costs will tend to pull your company out of its competitive position and endanger its ability to achieve these objectives.

C. Inefficiencies in your area are not the way to build up the belief in your superiors' minds that you are a good one to consider for promotion the next time there is an advanced opening.

4. It is your privilege and duty to close out at your level as many issues as you possibly can. In some concerns, once you have failed to close out an issue or informal grievance at your level, or the asker does not accept your answer; it will become a formal, written grievance, to be handled by the higher-ups in both the labor organization and the company. It is many times better to close it out if you can before this takes place.

5. Answer all issues as soon as possible. Try to get all of them answered within 24 hours.

A. Nothing rankles so much as inaction, or what seems to the asker like inaction, on an issue. Each day's delay in answering will just about double the reality and importance of the issue in the mind of the asker.

B. A brush-off, no matter how kindly or how well you think it is disguised, is not the way to answer an issue. It will make more work and trouble for you rather than less in the long run.

6. If you are sure of your ground, make the decision and answer the issue yourself.

7. If you are not sure, tell the asker you will have the answer in two or three hours. Then (with all the facts and with a recommendation as to what you think the proper answer should be), talk it over with your superior and agree with him on the answer to be used.

A. Your superior is there to direct, help, train, and encourage you. If your doubt is reasonable, he will respect you more for coming to him with it, than for taking too big a chance and going ahead.

B. But even when your superior materially helps you with the decision, both you and he should make it appear as much as possible to the asker that you are making and administering the decision. This will help to establish and maintain your status as a member of management.

8. Make sure you understand the exact nature of the issue before attempting to answer it. They are not always unequivocally stated. It will be helpful to ask the asker to repeat the issue. Or, you yourself might repeat your understanding of it and ask the asker if it is correct. In some cases you could informally write the issue out and ask the asker if it is correct. In any case, have something fixed to work on.

9. Study and be intimately familiar ahead of time with the provisions of the applicable labor contract. Mark with a pencil the parts where you can see in advance that action will be required of you. Consult your superior on parts where you are not sure.

10. The asker may state that there has been an agreement made (that you do not know about) since publication of the contract, which modifies a part thereof. He may be right. But not necessarily. If you're not sure, you'd better take the above-suggested two-hour rain check (paragraph 7), and ask your superior.

11. As issues come up, try to learn the difference between those that are already covered in the current contract, and those that are not so covered.

A. The points that are covered by the contract necessarily require determination as to whether its provisions have been properly carried out. The contract should be used as the basis for formulating the answer. And you are the one to handle issues of this nature.

B. Issues not covered in an existing contract must be recognized as such, and handled according to one of the following two patterns:

I. If the issue involves one employee, in a single situation; you may and should settle it yourself.

II. If it involves two or more employees, or sets an obvious precedent for other action involving two or more employees and if at the same time it would tend to establish a permanent set of new working conditions, it must be immediately recognized as a question for "negotiating," or "collective bargaining," These, you do not handle. They will be handled only by special representatives of your company and of the labor organization. You courteously inform the asker or askers that issues of this kind are out of your province and that you and they are not authorized to handle them.

C. If a point raised in an issue is covered by the contract, but there is a difference of opinion on its *interpretation*, neither you nor the asker may have the right to make final determination. If necessary, refer it back to the authorities through your superior to have the interpretation explained.

12. Do not discuss an issue with an asker in front of other, non-involved people.

A. If other people are present when an asker presents an issue, maneuver to take him to a place where you and he are alone.

B. If two or more independent askers present the issue together, maneuver (if possible) to arrange to discuss it separately with each one.

13. Get *all* the facts bearing on an issue before attempting to answer it. That is the fair and common-sense thing to do in all cases. Also, it is the surest, easiest, shortest, and best way to get the right answer in the long run.

14. Keep all discussions confined to the point at issue. Don't wander from the point, and don't follow the asker if he tends to wander. Bring him back to the original theme by your polite but firm and continued adherence to it.

15. Do not adopt ahead of time the fixed attitude that you must necessarily say "No" to all issues. This is not a contest which you will always try to "win." It is an opportunity to determine what, if anything, is wrong, and to right that wrong. Listen attentitively through to the end. Then get all the facts, and take whatever action appears reasonable.

16. On the other hand, neither should you adopt the attitude that you must necessarily say "Yes" to all issues, just because the asker asks or demands it.

17. Be matter-of-fact in your dealings on all issues.

A. Be friendly and judicial in manner. Don't be domineering.

B. Neither should you be cowed by insistence, by an intransigent attitude, or by more experience on the part of the asker in stating and presenting issues than you have had in answering them.

C. If it is decided to acquiesce to the asker's issue, do it whole-heartedly; not grudgingly.

D. If it is decided not to acquiesce (and the decision sticks), do not gloat, either in words or manner.

E. Don't get mad! If there is a tendency to do so, don't show it. Moreover, don't discuss the issue with the asker while this tendency lasts. Find a reason why you have to go somewhere, and make an appointment to discuss it with him later. Then cool off. Sometimes an asker will try to bait you into a show of anger. But no matter what the provocation seems to be, *NEVER* show anger outwardly. Take it from those who have learned by unhappy experience that to lose your temper and show it is likely to lead to defeat. Keep calm, cool, collected, and patient.

F. Discuss,—but don't "argue," an issue with the asker.

G. Tackle each new issue as though none had ever been brought up before by the same asker.

18. "Sell" your company to all employees under your supervision, at all times. You may be inclined to think that when an issue comes up, it is a poor time to try to do this. It may seem harder at times. But actually, it is an important time. The better the morale is in your area; the easier your job, the higher the output and quality, the better the relations, the lower the costs, the fewer the issues, and the stronger your position will be. And confidence and faith in the company is one of the main stepping stones (though not the only one) in achieving good morale.

Employees want to be "in the know." Consequently, an important part of any communications program is giving the employees information about their company. Here are some practical suggestions on what to say and how to say it, by men of wide experience.

# Employee Information From A to Z

By Chas. A. McKeand, Director of Employment Relations, and Randolph Van Nostrand, Merchants and Manufacturers Association, Los Angeles

The very beginning of communications between employer and employee is at the reception desk in the employment office. The impression which the applicant receives is the result of the surroundings, the atmosphere, the courtesy, the very personality of the company which is demonstrated in the physical aspects of the office.

But there must be more than this: there is need in every business for an easy, comfortable, free, everyday, Monday-through-Saturday attitude which might be called *The We Attitude*. Properly nurtured, this attitude will give the employee a perspective of the job. This perspective would result in their seeing their own daily job in relation to the work of the company and its competitive industry as a whole. The object here is to lift the employee thinking above and beyond so may units of individual production. It embraces the idea of an understanding of where the work of the individual fits into the purpose of the whole. This perspective of the job can be attained only through the proper employee attitudes and the proper management handling of employee relations. If there is a proper perspective on the job then we shall all have the proper "give." This simply means that there must be "give" as well as "take" in reaching and maintaining understanding.

### Management's Job

Business is a joint venture in which the risk capital invested in tools and equipment is put into operation for either making or selling an article or rendering a service. In this joint venture people risk their skills and their strength for a given return. The initiative, however, must always be management's.

There must be that "meaning" which I mentioned earlier. Management's incerity must include the acceptance of the premise that the employee has a stake n the enterprise. If there is this "give," there will emerge the *idea of partnership.*

Don't be mistaken. This does not imply that employees do or will want to run he business. This is not an advocacy of employee voice in management. There is no roof that employees in those businesses exhibiting the most advanced management hinking have ever evidenced an interest in employeee voice in management. What mployees do want is to reasonably be "*in the know*" about such things as where roducts go, backlogs, competition, new business prospects, profits, and new prodcts in the making. In developing this *idea of partnership*, management has the obigation of making a sincere attempt to *recognize* employees for their ambitions and bilities. There are many sound and well-established transmission lines for use in stablishing this *idea of partnership.*

## Employees Want Security

Another important consideration having to do with the *idea of partnership* is he growing desire on the part of the employee for some kind of reasonable stability. Behind this is the very basic feeling on the part of the employee that he wants to eel that his job is safe, that his attention to his job and his loyalty deserve some sort f cushioning against illness and old age by the company of which he so earnestly vants to feel a part.

This human yearning has been capitalized upon by political Pied Pipers and hrough clever salesmanship and demagoguery, millions of our workers have been ed to believe that security, supported out of the tax barrel is the answer.

Therefore, if management will give attention to sound benefit plans, scientifically stablished retirement and insurance programs, and plan as well as it can for stability f employment, all of this will be constructive work towards establishing this *idea f partnership.* This brings us then to our main question. How will we best establish his Employee Cooperation, "The 'WE' Attitude"? The answer lies in "*The Telling.*" The Telling of every conceivable fact and bit of information, in every possible way. n other words, Communications. Webster gives the definition as; "Intercourse by vords, letters or messages; interchange of thoughts or opinions by conversation, onferences or other means."

Communications of every type must ring with complete sincerity. They must ave the personal touch which only the company itself is in position to give. The ompany's obligation to establish good communications cannot be discharged by nerely subscribing to or purchasing a "canned" or "packaged service," even if it rovides for distribution over a personal signature. Communications must not sink o the level of telling what the employer thinks is good for the employee. A study f many communications programs and, in fact, a study of employee relations policies how that they have been developed from a top level "Management Observation Tower," rather than from one of employee interests.

| | What To Tell |
|---|---|
| *Company History* | when and who founded—what did—interesting highlights of development—milestones of growth—officers and directors. Branches—affiliates. |
| *The Customer* | who—what they do— what special requirements—their new developments that affect your company products or services—their "beefs." |
| *Products* | what the company makes—sources of supplies—materials used with interesting facts as to quality and quantity—unusual features. |
| *Processes* | unusual processes—company's deviation from standard processes—ones that company had originated. |
| *Explain Operations* | employment figures—insurance benefits—income—expenses—research—new equipment—expansion plans—curtailment—cancellation of certain items or services. |
| *Equipment Replacement* | why—when—what—cost—what it will do. |
| *Other Departments* | where located—what they do—your department's relation to other departments—where your work comes from—where the things you work on go. |
| *Company Programs* | merchandising campaigns—new plans—community relations programs—plant tours—employee parties—picnics—special events. |
| *What Makes Jobs* | how jobs are created—better production—improved products—expanded markets—meeting competition. |
| *Define Words* | explain the meaning of big words, such as overhead, surplus—profits—dividends—reserves—depreciation—before and after taxes—words used in processes or production. |
| *Wage Structure* | explain how the relative importance of jobs is established—descriptions, evaluation by factors or numerical rating—classification—how factors change with new materials, new design of materials—labor grades—rate ranges. |

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| *Merit Programs* | how used—when—who rates—factors considered—is rating discussed—who finally approves. |
| *Profit Sharing or Incentives* | If the company has a program of incentives or profit sharing—explain it fully—be frank. |
| *Discuss Benefits* | a surprisingly large number of employers do not know the full effect of benefits. How can we expect employees to know. |
| *Controversial Subjects* | be blunt, frank, honest and sincere in discussing and explaining your position on union differences—federal and state labor laws—economic and political issues. |
| *The American Way* | the employer is a steward of our American system of individual enterprise and opportunity. He should tell employees facts—be a living example of what he preaches. |

And, of extreme importance, do "*The Telling*" so as to relate it as much as possible to the individual so he can see his part and how things affect him. Only in that way does it have personal meaning.

## How To Tell

There are two circuits for telling, the *Two-Way* and the *Direct*. We are also familiar with some of the interferences that beset these circuits, such as the competitive short-circuit of misinformation from outside sources such as union channels and the grapevine rumors. There is also the vague and misleading information oftentimes deliberately planted to *short-circuit* thinking.

There is also the well-known *current breaker*. The man in any organization who blows his top and also blows out the fuse and stops the circuit right there, either because of misunderstanding or for selfish purpose.

We are also familiar with the *insulator* which lets the current go on through without visible contact. In other words, there is the individual who so insulates himself with poor ideas or poor advice that messages slip right through.

We are also familiar with the *transformer*. We have them in every organization. They're the guys who get the story, but when it leaves them, it's so transformed that the meaning, the purpose, the intent are all mixed up. It's either stepped down to the point where it's weak and ineffectual or it's stepped up to the point where it's so hot that it oftentimes kills the objective.

In the *Two-Way* system, information, ideas, suggestions, wants, questions and complaints pass both ways—employees to management—management to employees. The following are among the many ways in which the *Two-Way* communication circuit may be used.

### 1. Indoctrination Procedure

I mentioned a few moments ago that really the beginning of the communication system was in the reception room or the employment office. That is communication by impression. The communications actually begin with the interview and the indoctrination procedure which follows employment. This is a Two-Way personal contact.

### 2. Training

It is in the training where a company again has the opportunity for full play of the Two-Way communications system. Training programs will only be discussed to emphasize the importance of the training program as part of the communications program.

### 3. Direct Communications

*Personal Contact*

The old, reliable, simple, easy, orthodox, man-to-man method. Useful particularly in companies of 250 or less. Opportunity to know and understand each other. In large companies useful for all management levels. Management visits carried on informally, stimulating interest on the part of the employee if the visit is made for a sincere purpose. Don't make the visit a "creeping shadow." Customer complaints offer an opportunity for Two-Way Personal Contact if they are taken to the department or departments involved for personal discussion to solve how to get around the customer's problem. Family days at the plant are also means of personal Two-Way Communications. Social and recreational activities are also Two-Way communications.

*The Supervisor*

The key man—plan executive development programs to produce new executives—better controls—effective operations—explain intimate and pressing company problems—exchange ideas and concepts—"take in on the know." Communications is at its very best when done well at the first line of supervision. The supervisor possesses knowledge of the job and job responsibilities. He possesses skilled leadership, he's skilled in production and he's skilled in methods. All

of these are natural methods of communication. It is here that we have a perfect example of getting on with people by the giving and the receiving.

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| *Conferences* | Especially useful for policy-making management—but available for all levels of management—supervisors and men. |
| *Employee Meetings* | Plant wide — departmental — small groups—annual events—special events—picnics — Christmas parties. Employee meetings can be used for personal reports by executives. Forums by small groups. Question and answer sessions. |
| *Suggestion Systems* | A method of stimulating employee interest in improving methods—developing new ideas—rewarding interest—exchanging communications and personal contacts while suggestions are in process—public acknowledgement when making awards. |
| *Rumor Box* | A means whereby employees request information—management answers with immediate and frank statements. |
| *Grievances* | An established procedure for employees expressing complaints and dissatisfaction — management considers and answers—all levels available for action. |
| *Employee Attitude Surveys* | This is an excellent medium of employee communications as, in this case, the employee has the opportunity to express his opinions either in writing or personal interviews. Management has the responsibility of publishing and supplying to the employees the results of such attitude surveys with suggestions for remedying important issues. |
| *Termination Interview* | The use of the termination interview provides an excellent means of communication. The employee who is discharged or laid off will give real vent to feelings, resentments and—oftentimes in the interview, develops the fact that the real "meaning" of management has never gotten through to the employee. Such interviews should tend to buzz or "alert" management to weaknesses in our system. |

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| *Executive Letters* | Personal letters—over personal signature of chief executive—sent to home of employees—used to explain or discuss problems of great importance—changes of policies or products—necessity for decisions—request for cooperation—urgent action on local or national issues of importance—timing important. |
| *Bulletin Board* | The oldest—most common, yet the most neglected medium of communication—hidden in out-of-way places or located in bottlenecks where people pass by hurriedly—mostly the depository of fly-specked, historical documents. |
| *Handbooks* | Printed statements of company policies—telling what employees can expect from the company and what the company requires of the employees. |
| *Employee Papers* | Many types—from mimeographed sheets to slick magazines—important and useful if properly edited and distributed. |
| *Financial Statements* | Explaining — simply and graphically — the results of the past business year—financial details — sales — costs — taxes — profits — reserves — assets — benefits. |
| *Public Address System* | Useful for providing immediately important or urgent information — plant wide —from policy management level. |
| *Trade Literature* | Should be made available to employees—excellent means of keeping them informed on company products—their uses—their markets—new developments—the competition. Trade magazines—catalogues. |
| *Advertisements* | Preview to employees of important advertising programs—announcements of new products—changes or movement of prices. |
| *Motion Pictures* | Film of trade features—products—production—portrayal of economic information. |
| *Slide-Sound Films* | For instruction—information—useful in group meetings—conferences—training. |

As a summary of all of this (communications), it might be well for us to consider the importance of the survival of our American way of life. It is the freedoms

guaranteed us in our Constitution, written by men who were zealous for individualism, which has given every American enterprise its opportunity for existence.

We see on every side our system being assailed by those in our midst who believe that some other system would be best. A study of all history since recorded time of man, through Athens and Carthage, Sicily and Rome, indicates that the fall of every one of these noted nations resulted from the increase in restrictions of the individual, the throttling of free trade and free employment, resulting in an eventual development of the philosophy and the practice that the government is the master and the man is the slave.

In America we have a work force of approximately 60,000,000 people. They register their opinions through the ballot box in the election of city, county, state and federal officeholders. If they have distrust or misunderstanding, they are susceptible to promises of various Utopias.

It is perfectly clear, then, that American management is the custodian of our destiny and in that destiny lies the hopes and the ambitions of every individual worker. Therefore, if managements can accept the joint venture philosophy and be frank and sincere with their employees, give respectful attention to their opinions or their complaints, see that the employee is properly recognized and rewarded for his inventive and productive ingenuity and genius—and the employer will explain his problems and tell his story—we should have no fear as to what the individual employee will do when he goes to mark his ballot for the election of public officials.

Good communications, therefore, are essential to the preservation of our American way of life.

This is the first of a series of discussions on job evaluation. This first article is merely the "kick-off"; readers are welcome to send their experiences and opinions and to comment on those of other writers. Any procedure as widely used as job evaluation should be analyzed and discussed in detail.

# Job Evaluation—A Discussion

By Edward N. Hay

Job evaluation was used by about half of all the industrial and commercial companies in the United States in 1946, according to a survey by the National Industrial Conference Board, and there is a steady increase in the number of companies using it. Job evaluation may be described as systematic analysis of the duties and requirements of jobs, as a basis for setting equitable wage and salary rates. Any procedure which has become as widely used as job evaluation deserves the most detailed study. Accordingly this is the first of a series of discussions reviewing the characteristics of job evaluation procedures and comparing the different "systems," such as Point Plans and Factor Comparison. Today, industry is not much interested in any other plan than these two.

This article has been written to "get the ball rolling" and not from any feeling of special authority on the subject. However, it is suggested that contributors to this discussion tell what experience they have had with job evaluation. This need not bar anyone from contributing because of limited experience, but the reader will be helped by knowing the background in job evaluation of each writer. (See note at end for the experience of this writer.)

A good place to start this discussion might be with a list of some of the more important sub-divisions of the subject of job evaluation. The following list is offered as a starter:

Evaluation scales; their design and construction.
Validity of job evaluation plans (How well do they do the job for which they were designed?)
Reliability, or the extent to which different groups, or persons, would grade the same jobs in the same way.
Optimum number of factors.
"Principles of measurement" applied to job evaluation.
Objectivity of factors.
Independence of evaluation scales.
The use of group judgment.
Small versus large number of factors.
Should jobs be rated by experts, or by groups of supervisors?

Union participation in job evaluation.
Can sales and executive jobs be evaluated?

This list is but a beginning; contributors are welcome to add to it.

As a starter, some attention might be given to the characteristics of the two principal methods of job evaluation; Factor Comparison and the Point methods. Many more readers will be familiar with the latter than with the former. So let us begin there.

*A point method* of job evaluation is one which;

a. uses points to quantify the factors.
b. the factors are chosen so as to represent all the elements that seem to be required in the performance of the jobs to be evaluated.
c. factors are arranged in a series of levels usually about five in number, each level then being described, or defined.
d. Evaluation is from a description of the duties of the job, supplemented by a "specification" which names the requirements that must be possessed by anyone who performs the duties of the job.
e. The number of factors chosen varies from about 8 to about 30.
f. The factor definitions are made as specific as possible.
g. It is assumed that the sum of the point values of the factors constitutes the total job.

*The Factor Comparison* method of job evaluation.

a. Uses points to quantify the factors.
b. Usually three to six factors are used.
c. Factors are *broadly* defined in general terms.
d. Every requirement of a job is accounted for in one, several, or all of the factors, and there is no job requirement that one of the factors does not measure.
e. Each factor scale is arranged in a series of levels, as in point methods, but there are no descriptions of these various levels. Instead, each level is marked out by placing on it those jobs that appear to require that factor in about the same degree. (This feature of "factor comparison" is sometimes employed by users of point methods.) There may be from 15 to about 35 levels for most of the factors.
f. The intervals from level to level on the factor scales are equi-distant, not only by definition but by the method by which they are created. These intervals are most efficient for job rating if they are about 15% apart.
g. There are three ways of creating the factor scales for evaluating jobs:
    1. By the original Benge method, using "going rates" of pay for key jobs.
    2. By the Per Cent method, using percentage relationships between the factors of each key job and by factors between each key job.
    3. By borrowing a scale from another company, together with a small sample of their jobs.

Methods 2 and 3 do not depend on money values, a fact not generally understood. It is usually best to use method 1 or 2 in order that each company may have its own scale developed by and for its own use. This part of the Factor Comparison method is not well understood.

h. Jobs are *always* rated individually by each member of a committee; they then meet to agree on differences, after discussion.

Some studies have been reported as showing that both point and factor comparison plans employ more factors than are necessary for efficient evaluation. There is reason to doubt the entire soundness of this finding, although it seems likely that most plans use too many factors. Certainly fifteen or more factors for wage jobs or for non-exempt salary jobs are unnecessary. Some plans use overlapping, or duplicating, factors, thus giving weight twice or more for the same job requirement. Other plans use a factor which gives credit based on the number of years experience required, although it is impossible, except for jobs which are very much alike, to estimate this time factor with any reliability.

More research in job evaluation should be undertaken, with some of the following problems as objectives:

How can undue overlap of factors be reduced?

How reliable is a particular plan; that is, how much alike will two persons or two committees rate the same jobs?

Can salary surveys be used to verify the accuracy of a plan?

Is it a fact that an "expert" can evaluate jobs more accurately than a committee of amateurs?

Should wage curves be curved or straight?

What is the optimum number of factors for a given plan?

Can sales jobs be evaluated with the same scale as other kinds of jobs?

These and many more problems await the student of research, for so widely used a procedure should be studied in detail until it is much better understood than is now usually the case. The discussion of job evaluation has now started; other contributions are welcome.

*Edward N. Hay.* Experience in job evaluation. 15 years altogether; established first point plan in 1934, two more in 1935, then factor comparison in 1938—the first application of this method to salaried jobs. Operated the plan until 1947. Installed over 75 factor comparison plans from 1944 to date, in hourly and salaried groups and in executive groups up to salaries of over $50,000 a year. Co-author of a book on job evaluation and author of over 40 articles on the subject. Graduated Cornell in 1912 in Mechanical Engineering.

# Editorial Comments

## Prejudices in Hiring

We all have prejudices. We might as well face facts. What are yours? Do you prefer tall men, blonde women or green ties? You have a perfect right to such preferences. But, there is no evidence that tall men keep more accurate accounts than short men, that blondes can cook better than brunettes, or that men sell more gasoline with green ties than with blue ties. Before deciding upon an applicant, why not ask yourself why you prefer one rather than another? If you were first attracted or repulsed by something in the person's appearance or dress, you should reconsider the more fundamental characteristics before making the decision.

J. H. McQuaig in his excellent article in the March 1949 Personnel Journal, "The Clinical Interview," recommends stimulating a man to tell about himself in all areas. An even better way to learn about a man is to get him to talk about someone else. For instance, by asking the applicant to tell what kind of persons his former employers were, you may learn about his ability to get along with other people. Anyone may have had an unpleasant experience with one employer, but beware of the applicant who has been maltreated repeatedly! He will soon be telling some other personnel man how *your* supervisors mistreated him.

A few months ago, I observed Dr. Robert Bernreuter conduct a demonstration of interviewing at an insurance salesmen's convention. He had volunteers among the sales managers interview other members of the convention who played the role of applicants for sales jobs. Although the interviewers were men experienced in selecting, training and supervising salesmen, it was astonishing how little vital information they obtained from the applicants. In the first place, they did most of the talking themselves and asked such leading questions that the applicant learned something about the sales manager's prejudices, but the sales manager and observers learned little about the applicant. One sales manager obviously had a unique method of selection. He thought his applicant was O.K. because he was a loyal alumnus. He returned to his *alma mater* for class reunions during the football season. Maybe there is some carry over from loyalty to a college, to loyalty to a business firm—maybe. But how is this loyalty shown? By getting drunk at a football game? Or might it not be shown better by contributing to the alumni fund, attending business meetings of the alumni association, or taking the trouble to vote for alumni trustees?

Dr. Bernreuter let the sales managers stumble through their interviews, then he himself interviewed the same candidates. Dr. Bernreuter, like all of us, has his prejudices, but you did not learn what they were from his interviews. You did learn something about those playing the role of applicants. One, for instance, was asked about his wife's hobbies and interests. This may sound quite irrelevant, but when considered in relation to the adjustment of a traveling salesman, it becomes pertinent. A wife who is totally dependent on her husband emotionally and socially, will object to her husband being away from home. One of two things will happen. Either, the

salesman will quit on you after you have invested considerable time and money in training him, or his sales will be poor because of worrying about family troubles.

So be aware of your prejudices! Select your social companions by prejudice if you wish, but beware of them in industrial selection. If you prefer a blonde across the table from you, no one should question your taste, but if you are selecting a cook, remember the correlation between color of hair and skill in cooking is probably about zero.

Mildred B. Mitchell

# Job Evaluation—A Discussion

Job evaluation is one of the most curious procedures of management in that everyone takes it for granted that he is an "expert," just as every corporation executive assumes, ipso facto, that he knows all that needs to be known about corporate management. Indeed, it is so easy to see the logic of job evaluation that it is not surprising that people take it for granted that its application is equally simple. Another peculiarity of job evaluation is that almost any method will "get by" if used with a little care and good-will. This is because the range from minimum to maximum of a salary grade covers up a lot of mistakes in assigning jobs to salary grades and these errors don't assert themselves except as salaries are found at minima or maxima. The case is a little different with many wage plans, where grades are narrower or non-existent. Nevertheless, there is room for much criticism of job evaluation plans in actual practice. Somehow these faults—and some failures—do not often come to light and as a result job evaluation plans often get credit for being much better than is actually the case. There has been almost no research on job evaluation; what little has appeared in print was carried on in universities and reported in technical journals such as Personnel Psychology and Journal of Applied Psychology. This issue of Personnel Journal carries the first of what will be a series of discussions on job evaluation. Our pages will be open to anyone who has anything to say on the subject that might be interesting to readers.

# Letters to the Editor

J. Allen Shaw, of Shaw Employment Service, Amarillo, Texas, a new subscriber, writes impatiently—

> "Your publication has been recommended to us by the Beacon Employers' Service of Oklahoma City, Oklahoma, so highly that we are anxious to receive our first copy."

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"Cliff" Jurgensen, Personnel Director of the Minneapolis Gas Company, and a frequent author in Personnel Journal and other publications writes—

> "Recently I have received numerous letters which indicate that readers of the Personnel Journal are widely scattered throughout the United States and Canada and do considerably more than casually browse through the Personnel Journal. I have also concluded that it is unwise for an individual to have an article published in Personnel Journal unless he is willing to spend considerable time replying to correspondence requesting further details on materials covered in the article. These statements are made in light of my recent article 'Foremen Training Based on the Test How Supervise.' "

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We do indeed have many foreign readers. One wrote recently from Australia—

> "I have enclosed 35 cents for a copy of "The Field Review Method of Employee Evaluation and Internal Placement," a reprint of an article by Guy W. Wadsworth in your journal. You will be interested to know that I read your journal regularly, as it is circulated to me by my employer—The Sydney County Council Electricity Undertaking. Yours faithfully,"

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Stanley R. Curtis of Incentive Management Counsel, Toledo, wrote recently—

> I have been a subscriber to "Personnel Journal" for less than a year, but I wish to take this opportunity to commend your fine publication and express my personal gratitude for many excellent articles that have appeared therein.
>
> Foremen training based on the test "How Supervise" in the September issue was particularly intriguing. In his article Mr. Jurgensen mentions the test called "How Supervise" developed by File and published by the Psychological Corporation. I would appreciate it if you could give me the address of the Psychological Corporation in order that I may obtain more information from them about this test." (522—5th Avenue, New York. Ed.)

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A new author, Miss Doris Rose Henle of Saint Louis University, St. Louis, Missouri, who wrote the unusual article last month, "Employee Attitude Surveys: An Analysis," said in her accompanying letter—"I don't think there is anyone on the faculty around here who is not well acquainted with your periodical. We refer to it frequently." (Which gives us a very good feeling.)

# The Editor Chats With His Readers

### Personnel Association Publications

Personnel Panorama is the name of a news leaflet issued by the Pacific Northwest Personnel Management Association. The President of the Association is Mr. A. A. Campbell of the American Can Company Ltd. Vancouver, B.C. The Pacific Northwest Association has six chapters at Seattle, Portland and Spokane and at Vancouver, B.C. Victoria and Longview, Washington. The newest member of the group is the Vancouver Island Association at Victoria, B.C., just recently formed.

"Pira-scope" is the title of a monthly news letter issued for the members of the Personnel and Industrial Relations Association of Los Angeles, California. Very few local associations have news letters or publications of any kind and this is certainly one of the best; judged by the last several issues. The issue for September is 12 pages printed in offset. It is issued from the office of J. F. Holland, Secretary, The Farmers and Merchants National Bank, 401 S. Main St., Los Angeles 13, California.

The Civil Service Assembly Newsletter is issued monthly by the Civil Service Assembly at its headquarters in Chicago. It is four pages and is made up of a careful selection of short notes of interest to members. The last issue carried a short comment on a recent survey by the University of Minnesota Industrial Relations Center which shows that salaries of personnel executives in private industry increased by about one thousand dollars between January 1948 and January 1949. Average income of Industrial Relations Vice-Presidents is reported as $20,000. per year, of personnel directors $7300. per year with directors of industrial relations in between.

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### "Selling" Industry to School Pupils

Eight of the largest manufacturing concerns in New Britain Connecticut held open house recently for all of the teachers in the public schools, while the school children enjoyed an unexpected holiday. The tours were planned by the Chamber of Commerce and the Board of Education. Ernest Forbes, Superintendent of Schools says "most of our teachers had never seen the inside of an industrial plant and most of them have only theoretical ideas of what industry does." About 450 school employees, mostly teachers, took part in the tours. The Companies presented talks by top management on the economics of industry, sales problems and personnel matters. Another meeting was held when visitors from other Connecticut cities were told how the "business-industry-education day" was carried out. Mr. Forbes said that he felt the average teacher was exposed more to the labor side of industry questions and in recent years have been organizing along lines of industrial unionism. This open house day gave industry a chance to tell its story and should make for better balance in the presentation of industrial problems in the school rooms.

### Industrial Films

Armstrong Cork Company, Lancaster, Penna., has developed an unusual group of 25 sound slide films dealing with human relations problems presented for the interest of supervisors. Each film presents a human relations problem but does not give the answer. The film ends with a question "what would you do?" At this point each group takes up the problem and deals with it by discussion and with the help of role playing. Each film is also accompanied by a leader's guide. The films are not intended to be used alone and they are designed primarily for supervisors who already are well informed in the principles of sound human relations. All material in the films is taken from actual incidents which occurred at Armstrong Cork Company.

A new color sound slide film, "Your Employee and Your Cost Reduction Program" has been prepared and issued by Fred Rudge Inc. Consultants in Management Relations at 475—5th Avenue, New York. The film deals with executive supervisory and employee attitudes towards cost reduction and towards campaigns for reduction of costs. It was developed out of studies made in a number of plants in cooperation with several industries in five states. An easel is furnished to supplement and document the film. The film itself deals with such questions as "why cost reduction programs drag"; the logic of employee suspicion and distrust, and the major attitudes management must change.

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### Out of Print

From time to time we have requests for back numbers of Personnel Journal which we are unable to fill because our supply of these issues is exhausted. Frequently subscribers write and ask whether we will purchase certain back issues. Following is a list of copies which are out of print and for which we will be glad to pay fifty cents each.

| *Volume* | *Number* |
|---|---|
| 1 | All issues |
| 12 | 5 |
| 13 | 3 and 4 |
| 14 | 1, 2, 3 and 4 |
| 16 | 3 |
| 17 | 5 and 10 |
| 18 | All issues |
| 19 | 7 |
| 20 | 2, 8, 9 and 10 |
| 21 | 2 |
| 22 | 4, 7, 8 and 10 |
| 23 | 4, 7, 8 and 9 |
| 25 | 6 and 9 |
| 26 | 5, 6, 7 and 8 |

If you have any of these back numbers you need not even write, but send them along with an itemized list and we will send you a check by return mail.

# Across The Editor's Desk

New services are being offered by the *New York State School of Industrial and Labor Relations* at Cornell by the Audio-Visual Aids Department. These services include short courses on the use of audio-visual materials, publications relating to industrial and labor films and extension courses in various parts of the state of New York.

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The magazine *Industrial Nursing* carries an article in the September issue "How to Control Industrial Fatigue" by Dr. W. Schweisheimer.

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*The Conference Board* has made a study of contributions to insurance and pension plans in industry and finds that nearly 60% of the recently adopted pension plans are on a joint contributory basis, as are 75% of recently adopted group insurance plans. This report appears in the Management Record, Number 10.

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*Socony-Vacuum Oil Company of New York* has recently issued a seven page outline of the training policy of Socony-Vacuum Oil Company. It comes from the office of J. C. Sweeten, Supervisor of Industrial Relations Research.

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The magazine "STET" published by the *Champion Paper and Fibre Company*, Hamilton, Ohio, contains an article in the September 1949 issue, "Here's A Two-Way Street" which is devoted to a review of industrial employee magazines which have question and answer columns. One of these is "Pepconian" of the Potomac Electric Power Company of Washington, D. C. The magazine is edited by Robert C. Coffman and the question and answer column is conducted by J. H. Ferry, Executive Vice President of the Company. It is impressive that a number of industrial magazines question and answer columns are handled by presidents or other high level executives. Pepconian has a card inserted in each issue inviting the employee to address questions to Mr. Ferry.

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*The Washington Gas Light Company* has just issued a reprint of "Employee Progress Report Plans" which is a reference manual for supervisors who report and review employee progress. This is a well printed 21 page booklet describing the purpose and method of the plan, how to make out the progress report, discussing reports with employees and what to do after the interview. The Washington Gas Light Company places emphasis on a review of actual progress of an employee, dealing with specific incidents, rather than an attempt to develop a merit rating form of the conventional type. The booklet is a product of the Industrial Relations Department of the Company and its headquarters office is in Washington, D. C.

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The *Bureau of Labor Statistics* of the U. S. Department of Labor has, in recent months, issued four additional chapters of the Bureau's publication "Union Agreement Provisions," first published in 1942. The most recent issues deal with guaranteed

employment and wage plans, adjustment of grievances, premium, holiday and sick provisions, and employee-benefit plans. These four chapters together constitute more than 300 pages of mimeographed material.

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A recent issue by the *Industrial Relations Section* at Princeton University is entitled "A Trade Union Library 1949." This is a printed pamphlet of 54 pages containing references to numerous publications with very brief abstracts from each. It is obtainable from the Industrial Relations Section at Princeton for 75¢ a copy.

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The "Chatterbox" is a 48 page pamphlet printed by offset and prepared biweekly for the "Guests" of the *Institute of Living* at the Neuro-Psychiatric Institute of the Hartford retreat at Hartford, Conn. The July 10th, 1949 issue deals with many kinds of hobbies and activities that have been arranged for guests of the Institute who had formerly been under treatment for nervous and mental disabilities.

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"Welfare Collective Bargaining in Action" is a study of the health and welfare fund of the joint board of the *Dress and Waist Makers Union of New York City*, by Morris Sackman. This is Research Bulletin No. 3 issued by the New York State School of Industrial and Labor Relations at Cornell University. It is available without charge to residents of New York State and to others at 15¢.

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*The New York Central Railroad System* has just issued "Be a Better Boss," a ten-unit correspondence course for supervisory personnel. The course provides hundreds of ideas on the things which employees expect of their supervisors, and what supervisors should expect from their employees. It was prepared under the direction of L. W. Horning, Vice President, Personnel and Public Relations of the New York Central System. Following a single announcement of the course, more than 3000 New York Central Supervisors from all ranks and departments enrolled for this voluntary home study course. The material for each of the ten units is printed in a small pamphlet. In the back of each pamphlet is a sealed quiz sheet which the student unseals after doing the work of his unit, fills out and mails in to training headquarters. Some of the topics covered in the ten units are, how to induct a new employee, understanding people and learning to lead.

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"Criteria of Evaluation for Programs of Study in Industrial Nursing" is the title of a nine page mimeograph outline issued by the *American Association of Industrial Nurses* at 654 Madison Avenue, New York 22. It deals with materials prepared in the workshop of the University of Pittsburgh by the Committee on Education of the Association.

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*The American Council on Education* has issued a 24 page printed pamphlet, "The Student Personnel Point of View," dealing with problems of students in colleges

and universities. It is available from the American Council on Education at 744 Jackson Place, Washington, D. C. at 25¢.

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New Jersey's experience with cost of living as an element in wage bargaining is the subject of a study recently issued by the *Rutgers University Institute of Management and Labor Relations*. The analysis is called "The Use of a Cost of Living Factor in General Wage Adjustment," the authors being Dr. Richard H. Wood, Director of the Institute and John Pearce, Jr. a Research Associate. They conclude that the factor of cost of living "appears to be a temporary expedient occasionally employed as a means of resolving a deadlock in bargaining over wages." This is a 30 page well printed pamphlet and is available from the University at New Brunswick, N. J. at $1.25 per copy.

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*The University of Pennsylvania* at Philadelphia has just issued "Industrial and Occupational Trends in National Employment," by Gladys L. Palmer and Anne Ratner. The report is 68 pages printed by offset with numerous tables and charts. Dr. Palmer is well known for her studies in employment and labor market statistics.

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*The National Association of Manufacturers* has issued a handsomely printed 30 page booklet on a topic of current interest. It bears the title "Employee Communications for Better Understanding" and is described as a guide to effective two-way information programs. Section I deals with the question, "Why should every employer tell his story to the Company employees?" Section II discusses, "What information should every Company give its employees?" while Section III deals with the question "How can the Company story be told?" Section IV gives many references on two-way communications. The Association headquarters are at 14 West 49th Street, New York 20.

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The latest issue of "Industrial Training Abstracts" has just come from the *Wayne University Press*, Detroit, Michigan. It comprises 80 pages of abstracts from books and articles on industrial training. Industrial Training Abstracts is issued quarterly at $2.00 per year with single copies at 75¢. A number of the abstract taken from articles which appeared in Personnel Journal.

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An extensive group of abstracts have been collected and issued under the title "Human Relations in Public Administration." This was prepared by Alfred De Grazia of the University of Minnesota and published by *Public Administration Service* 1313 E. 60th Street, Chicago 37, Illinois. This is a 52 page 9 x 12 publication printed by offset and selling for $1.50 a copy.

# Book Reviews

Cases on Labor Relations. By Harry Shulman and Neil W. Chamberlain. Brooklyn, N. Y. The Foundation Press, Inc., 1949. Pp. 1266. $8.00.

Lawyers are by now familiar with casebooks on labor law, as used in law school courses in that subject.[1] Now there appears a casebook on labor relations, as distinguished from labor law. A rough, working distinction is that labor "law" is concerned with the impact of law (essentially a public force) on labor activity, usually in the absence of a contract, while labor "relations" covers the handling of problems (essentially a private matter between the parties) arising after and because of the establishment of a contractual relationship between labor and management. Examples of subjects included in the former are the extent of labor's rights to combine, strike, picket, or boycott. Illustrations of the latter are instances of individual disciplinary measures, "beefs" about working conditions or supervisory conduct, or seniority rights. Casebooks have been primarily collections of actual judicial opinions, but the modern trend, particularly in labor law, is to intersperse cases with historical essays, editorial comment, references to and discussion of theoretical and other non-case material. This labor relations casebook is almost altogether a collection of arbitrators' opinions, with non-case material severely limited to brief notes supplying minimum elementary background to the various chapters, and copious lists of suggested supplementary reading.

Casebooks are commonly judged according to (1) orientation, (2) selection, and (3) arrangement. The first refers to the philosophy or attitude of the editor, the second to the inclusion or exclusion of particular cases or other data, and the third to the manner in which included material is presented. Pursuant to these criteria, the following remarks seem to be pertinent:

With respect to orientation (and incidentally the other two points are almost bound to be affected by this one), there may always be differences of opinion as between honest men. Hence this reviewer's personal philosophy would appear to be irrelevant. As a matter of record, however, let it be said that he has no quarrel with the approach of Profs. Shulman and Chamberlain. Even if he had, he would hesitate long before expressing it, so invaluable have been the contributions of both these distinguished editors to the theory and practice of industrial relations,[2] and such is the universal respect in which they are both quite properly held. Briefly, their thesis is that collective bargaining is a normal condition which introduces no essentially new personnel problems to the enterprise, that "the heart . . . of collective bargaining is the process for continuous joint consideration and adjustment of plant prob-

[1] Starting with Sayre's original production about 25 years ago, there come to mind in addition the compilations of cases and materials on labor law by Landis, Frey, Raushenbush and Stein, Handler, Gregory and Cox.

[2] Prof. Shulman is Sterling Professor of Law at Yale University, was Reporter for the American Law Institute's *Restatement of Torts* (sections on Unfair Competition and Labor Disputes), and was the remarkably successful and greatly esteemed permanent arbitrator for Ford Motor Co. and UAW-CIO from 1943 to 1949. Prof. Chamberlain is Assistant Professor of Economics at Yale, Director of Research at that university's famous Labor and Management Center, and is the author of *Collective Bargaining Procedures* (1944) and *The Union Challenge to Management Control* (1948).

lems," and that private arbitration is the best available means for obtaining final disposition of unadjusted problems.

On the criterion of selection much could be said, most of it to no very good purpose. As the editors remark in their Preface, there is a very large supply of reported arbitration opinions. At the same time it is well known that this is an extremely small proportion of arbitrators' total output, the overwhelming majority of which never attains publication. Selection, consequently, is difficult on the one hand because there is so much to choose from and on the other because the area of choice is so small as compared with the whole product. This reviewer feels that the latter, and not the former, constitutes the greater difficulty; and that feeling seems to be substantiated by the editors' inclusion of "some [opinions] which are not elsewhere published."[3] Be that as it may, labor relations is a subject on which one cannot say—as one can in some legal fields like contracts, torts, or even labor law—that "the case of *Doe v. Roe* clearly ought to have been included," or that "*Smith v. Jones* could well have been omitted because it has been superseded by the recent decision of *White v. Brown*". The opinions selected by Shulman and Chamberlain cover an enormous range of situations and are illustrative of what these editors wished to illustrate. Whether or not, in a given instance, another available decision might have been a better illustration than the one acutally selected, is at best a matter of personal preference.

Cases aside, however, the present reviewer is keenly disappointed in the editors' policy of excluding virtually every kind of data other than actual case opinions. Excerpts from theoretical works on labor relations, for example, might have provided instruction as well as mere variety. Critical editorial comments on some of the opinions, comparisons of some others, explanations in connection with still others, all would have improved the volume for this reader. Surely it is not good to leave too much to the student, or even to the instructor. Such modesty ceases to be a virtue when it is practiced by persons as superbly equipped to shed light on the subject as are the editors of this compilation. But, as Prof. Shulman himself has generously said in reviewing another book, "It is, of course, much easier to spot deficiencies in a casebook than it is to compile one without them. The problem of what to include and what to exclude is perhaps even more puzzling in this field than in others and has no generally accepted solution."[4]

As to arrangement, since to the reviewer's knowledge this is the first casebook ever published on labor relations as such, the editors have it pretty much their own way. Balboa, the first white man to see the great western ocean, called it the Pacific. Today we have evidence that would support a different name. But there was nobody in Balboa's party who could have made a valid plea for any other. We are likewise more or less obliged to accept these editors' presentation for what it is worth, and let time, use and experience suggest improvements.

[3] Presumably most of these are drawn from the immense number of Prof. Shulman's Ford Motor Co.—UAW decisions.
[4] Book Review, 62 *Harv. L. Rev.* 1431, 1434 (1949).

Specifically, twelve broad classifications are subsumed under as many chapter heads, and most of these are broken up into smaller topics. The introductory chapter is concerned with the collective bargaining process itself, the fundamental question being: What did the parties really agree to? Chapter II is called "Workers' Security of Employment," and contains sections on probation and non-disciplinary termination, layoff and recall, and contracting work out. Chapter III on "Assignment" covers job content and method of operation, inter-job transfers, and preference questions—choice of shifts, machines and runs. The next chapter, "Discipline," has a section on causes, procedural requirements, and penalties; also one termed "Union Interest in the Discipline of Supervisory Employees"—a relatively minor subject, it would seem. Promotions and demotions to and from supervisory and non-supervisory positions forms the subject-matter of Chapter V. The wage chapter is divided into six sections: general considerations, classification and evaluation, merit increases, incentive pay and changes in job content, differentials and bonuses, and guaranties. "Hours," the title of Chapter VII, relates to schedules and shifts, changes in schedules and shifts, changes in schedules for individuals, call-in pay and work time, and waiting time, rest periods, preparation time, etc. The eighth chapter deals with premium pay, and comprises sections on premium or penalty pay, the right and the obligation to work overtime. Holidays, vacations and miscellaneous benefits such as group insurance, sick leave and severance pay, are treated in the three sections of Chapter IX. The remaining chapters are not sectionalized, and involve safety and health, rates of operation and work-loads, and union security.

A book of over twelve hundred pages is, as someone has remarked, itself an answer to a lot of criticisms. This book contains a huge quantity of valuable material and is the product of a wealth of care, experience and intelligence. It is impressive, moreover, as a sheer job of pioneering. One hopes that it will be the spearhead of a new drive in the study of industrial relations. Oddly enough, however (as has already been indicated), although the casebook is a standard adjunct to a law school course, it has not made its way nearly so far into the undergraduate or non-professional school curriculum. Yet a course in labor relations, rather than labor law, is practically sure to be encountered outside of a law school. Shulman and Chamberlain's monumental work, therefore, is likely to be a kind of ugly duckling, finding no opportunity for use in the places where its method is taken for granted, and finding little sympathy for its method in the places where its use might otherwise be expected. If such proves to be the case, the loss will not only be a personal misfortune to its eminent editors, but will also be a substantial one to the cause of sound labor relations education.

Bert W. Levy
Philadelphia

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# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY. Secretary, D. D. HAY

*Volume 28* *Number 8*

## *Contents for January, 1950*



EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## JANUARY

18–20 San Francisco, St. Francis Hotel
American Management Association. General Management Conference. J. O. Rice, 330 W. 42nd Street, New York, N. Y.

26 New York, Hotel Astor
National Industrial Conference Board. General Session. S. Avery Raube, 247 Park Ave., New York 17, N. Y.

## FEBRUARY

13–15 Chicago, Palmer House
American Management Association. Personnel Division. J. O. Rice, 330 W. 42nd Street, New York, N. Y.

## MARCH

16–17 Syracuse, New York
American Association of Industrial Editors. Annual Convention. Ellwood H. Witt, The Ohio Rubber Company, Willoughby, Ohio

28–31 New York, Hotel Statler
Greater New York Safety Council, Inc. Annual Safety Convention and Exposition. Wm. J. Farley, 60 E. 42nd St., New York 17, N. Y.

Here is an unusual story about Unions—from a real union leader who knows what he is talking about. It is one of the most revealing "inside stories" that has ever been written about the true motives of union leadership.

# How Unions Are Run

By Harold Stevens

As a labor union editor I must plead guilty to the charge of printing news that is biased, news that is deliberately intended to favor the union movement. Even the headlines in my paper are slanted with great care. In fact, nearly everything that I select for publication is in an attempt to show the members that the union is constantly fighting for them and that management is not sincerely interested in the welfare of the workmen.

Do I believe all that I print? Let me answer this question with a hesitant "yes." Do I write all that I really believe? The answer is a definite "no." Do I print the whole truth about the union-management relationship? Again the answer is "no."

Before telling you why I write as I do, let me point out that the broad struggle between labor and management has now centered around the Union's drive for economic security as opposed to management's favoring the kind of free enterprise in which depressions have occurred all too frequently. This was not always true. In the beginning unionism grew, in part at least, as a revolt against the dictatorial and insulting actions of some foremen and management men. For example, one superintendent in a large steel mill, some twenty years ago, used to force his men to do work around his home without pay. Many other supervisors demanded all sorts of favors from the workers. If they refused, they were frequently discharged. These men, of course, welcomed unionism and were *eager* to strike in order to gain nothing else but the vague goal of union recognition. But now that unions have nearly eliminated the shabby treatment of these men in management and are able to settle most grievances without too much trouble, the newer goal has become economic security.

However, since most workers are fairly well satisfied and feel secure if they, themselves, are working; and since the workers have become freed from employer domination, this newer goal of economic security lacks the emotional appeal which so vividly characterized the strikes for union recognition of a few years ago. Workers no longer hate and fear the boss. As a result it is difficult to union leaders to arouse

enthusiasm among the rank and file in the drive for economic security. Unionism has lost much of its emotional appeal. It's difficult to fight without hating the enemy.

### Economic Security is Possible

For this reason those of us in the union movement who believe that economic security is a definite possibility and not just a dream feel impelled to work for that goal. We are unwilling to accept depressions as being inevitable, and we do not intend to stand idly by while men lose their homes and suffer in a thousand ways from an economic collapse. In working for this goal we attempt always to stir up the membership of the union in a manner like that used by governments during warfare. For it is warfare; with union-management peace being an impossible goal until greater economic security has been achieved. The drive for security as reflected in the union's demands for pensions, a guaranteed annual wage and so on, is an irresistible movement; and, unless the capitalistic system is able to produce a society free from depressions, it appears as though more and more socialism will result.

As a union writer I turn out reams of material intended to favor the union movement, pointing out every specific case that comes to my attention in which employees have been "shoved around" by management men. I keep in close contact with radio stations and the daily press, reporting to them all important events. In doing this I report to them as objectively as I can and I find that, in most cases, the union receives fair treatment by both the radio and the press. Notable exceptions are the Hearst papers and the Chicago Tribune. These two slant the news with even more zeal than does my own paper.

And so, because of worker apathy and because we believe that greater security can be attained we strive always to win both public sympathy and the active support of the union body. In doing this, however, as I write and select material for publication I am frequently bothered by the fact that I am compelled to be deliberately unfair to management. If I told the whole story in my paper I would write that in day-to-day grievances management is right in probably four cases out of five. I would write also of the many "bull sessions" in which I have participated with both local and international officers, having heard these men regretfully say that union organization has resulted in many workmen having become impudent and lacking in initiative. This has occurred, they say, because these men know they will be protected by the union and that they will be promoted automatically to higher paid jobs according to established union rules. As a result a great many workmen are indifferent and they often deliberately antagonize their foremen. (Foremen, by the way, are the poor guys who really take a beating in this union-management business.)

If I told the whole story I would write that most of the management men whom I know are sincere, conscientious men and that the mistakes they make which result in grievances are more often errors in judgement than they are deliberate attempts to "shove the men around." We know—those of us in the union who think about it—

that most management men are really trying to do a good job and are trying to get along with the workers. But this was not always true. Only recently has management become interested in good human relations.

### Whipping up Strike Enthusiasm

If I told the whole story I would write about the careful strategy which is planned during preparations for a strike. For example, in one of the largest local unions in America, a few months ago, the officers were preparing for strike action. The president, a highly intelligent and dynamic man of middle age, was warned that for the first time in the history of the union there was great opposition to strike action on the part of the rank-and-file membership. He was told that not a single man had been found who favored a strike and that hundreds of the men had actually threatened to leave the union if strike action was taken. He was reminded that during previous strikes only a very few men had really opposed such action, but that this time it was entirely different.

To this the president replied: "I recognize that there is considerable apathy among the workers. But, look, this is a progressive union, and we either make progress or we remain dormant. And certainly if it were left up to the rank and file there would be no progress at all. As union leaders we've got to be out in front and fight for the things we believe in. Now we've got seventy or eighty men around here on whom we can depend, and they can form a nucleus around which the movement will grow.

"But first," he went on, "we've got to win public support. We can do that, I believe, by making radio speeches and by running full-page ads in the daily papers. And second, we've got to arouse the workers in the plant. In doing this, it will do no good to try to appeal to their logical thinking, because most of them don't think. We can do it best by getting them mad."

As a result of this talk, we carefully prepared several short radio speeches and we wrote the advertisements for the local paper. A few days after this material had flooded the area several of us talked to a number of the merchants and learned that they believed the union's demands were just but, nonetheless, they were reluctant to approve strike action. This, of course, we had expected and we were satisfied merely to have them say that our demands were reasonable.

### Join the Union or Get a Sock in the Nose

Two weeks later, after hours of careful preparation, picket lines of some two hundred men were established at the several plant gates to request of each worker that he show his union card. Those who had no card were told to "sign up or go home." Although some of the non-union men broke through the lines, most of them stopped later and, being threatened with a "sock in the nose," did join the union. A few fights occured but even though the pickets were outnumbered fifty to one by workers going into the plant, not one of these men offered to interfere in support of

the non-union men. Instead many of the workers called out: "Make 'em sign up! Make 'em pay their way, the same as the rest of us!"

As a result of this demonstration the union officers were jubilant. The president said: "We'll have no trouble in shutting the plant down. And we can keep it down! We've got them mad now! Even though their anger is directed toward the scabs, that's enough to start the ball rolling."

At about that time it was proposed by the state department of labor that the dispute be aired before an impartial board in an effort to avert a strike. The union agreed to this proposal, but the company refused saying that the matter could be handled through collective bargaining, even though negotiations had already been broken off with the strike dead-line only three days away. This action on the part of the company was just enough to swing the men completely over in favor of a strike. Many of the workers were heard to say: "It's clear that the company don't want to play fair. If they did they would be willing to let the board decide it. We've got to strike to show 'em we mean business."

And strike they did with great enthusiasm. For two weeks pickets patrolled the plant area with no mention of a back to work movement and with no one threatening to leave the union. The dispute was then settled by a compromise recommended by the same board which had been originally proposed by the state department of labor.

## Workers Strike Only When Angry

Thus, if I told the whole story, I would write that workers are eager to strike only when their latent emotions are aroused and that the logical goal of pensions, for example, is insufficient by itself to win the worker's support. From this it appears as though the average worker is satisfied if he is treated with dignity and respect and is paid a fairly adequate salary. For this reason many companies have begun programs designed to improve human relations in industry, but this is only a one-way approach and will not solve the union-management struggle, because the goal of union leaders goes far beyond that of good human relations.

Many of the top union leaders are realists and they know that management men, all the way up and down the line, have their production problems to solve and, for that reason, union leaders believe that these men are completely unable to plan for the economic security which society demands. Union leaders believe—those who think about it—that without a great social movement such as unionism to function as a restraining force that it would not be long until management would establish a tight little society of its own which would operate with vicious selfishness, much as did the society of kings and queens prior to the French Revolution. As realists, union leaders recognize the selfishness which is inherent in all human beings, including management men, and for that reason these leaders justify the marching force of unionism as a means of curbing selfishness and greed. To these leaders, unionism is democracy in action, with democracy really meaning that no man can

run rough shod over others and that every action taken is the result of fought-out compromises. That is democracy, these leaders say; and unionism, as a liberal movement, supplies the strength to counteract the force of reaction.

As one of the top union leaders in America recently told me: "Let's face this thing realistically. If you and I were management men, we would be trying to do a good job of production and we would be trying to improve ourselves without caring too much about the other fellow. Management men are that way. And it is only through unionism that we can force them to play fair and be honest." Thus unionism goes beyond good human relations as it is taught to management men; it is a movement of realism.

## The Motives of Union Leaders

Many union officers, however, are not motivated by a desire to achieve a better society. Some of these men are active in the union as a means of relieving their own feeling of frustration. These are the ones who are deeply prejudiced and bitter; who hate management either because of real or imagined injustices or because of having been steeped in unionism by disillusioned parents. Some are malcontents who are extremely suspicious and who bargain with management with "tongue in cheek." These men are generally above average in intelligence and are difficult to deal with. Others are men who like to fight for the sheer joy of the battle—the ones who have never grown up.

And so, these are the men who make up the leadership of the unions. You cannot point to any one of them and say that he is a typical union leader. They range from the studious and sincere intellectuals, both radical and conservative, to the unthinking individuals who plunge blindly ahead. But all of them are realists and many are cynical. Even the most conservative leader, as an example of realism, will say that the union must be firm in dealing with management in order to avoid quick defeat.

As a union writer and editor, I too am a realist. I believe that unions are an essential part of our democratic society and not a mere nuisance as some persons think. But, sometimes as I look around and see this great social force moving forward I become definitely alarmed. I am afraid of the impatience of this great giant; and I sometimes fear that unions have already moved faster than men have been able to adjust to the change. For example, the change which has been brought about by the security and protection which unions afford workers has actually produced large groups of men who have become almost unmanageable. Until a few years ago—and let's face it—these men were directed into channels of good workmanship because of their fear of the boss. This, of course, was deplorable and untenable; but nonetheless, with this fear having almost disappeared through the protection of unions, and with nothing constructive having been developed to take its place, neither the employer nor the employee has been able to adjust in a sound manner to the change. With the removal of fear a vacuum was created with general confusion having rushed in to take its place. Whether we like it or not, fear has been one of the factors in the

whole machine of production and with fear having been removed the machine has been unable to function as well as it should.

### Making Haste Too Fast

It is thus, I fear, that the great social movement for security will progress too rapidly and that different parts of the machine of our society will be removed or altered so quickly that complete chaos will result. Adjustments must come slowly. In England, for example, it is highly probable that the change in government was made too quickly.

It is for these reasons that I am often tempted to rush into print to warn against the danger of impatience. But I never do it and I never will because I realize that I am only a tiny bit of flotsam riding along the crest of a great wave, surrounded by thousands of men impatient to reach the shore.

Management, it seems to me, is fighting a losing battle; but, at the risk of being treasonable to the union movement, I can only hope that these men continue to resist with all their strength and that they give up only an inch at a time. For the good of society, I hope that management braces itself against the thrusts of the unions and compromises when it must, and even then with great reluctance. I say this not because I want them to maintain their own little society but because, I believe that it is only through their resistance that we can emerge from the struggle with the best possible form of economic security for all.

"Management must fight back," several union leaders have said during our "bull sessions." "If we had our own way completely we would certainly get the whole thing into one hell of a mess."

So, as the struggle rolls along, I'll keep my fingers crossed and continue to support the union movement, writing such headlines as: "Profits Soar; Wages Fall" and "Strike Looms as Company Says 'No'."

[*Continued from page 289*]

One further thought—It may appear from the foregoing remarks that I am discounting the importance of adequate academic preparation for personnel work. That is not my intention. I should like to see a state of affairs under which every individual entering upon a business career was required to take studies—*in human relations*. Further, how much more efficient, stable, and profitable our industries would be if their chief executives could thoroughly absorb the body of principles on industrial relations that has already been developed by such institutions as the University of Minnesota.

If by professionalization is meant better qualified, more knowledgeable industrial relations executives, then let us see professionalization. But professionalization in the sense that physicians, architects, and psychologists are professionalized, in my judgment, is not wanted and would have unfortunate consequences.

From an address at the Sixth Annual Industrial Relations Conference, University of Minnesota, Minneapolis.

There have been many attempts to prove that personnel work is "professional." Mr. Rice is in a position to speak with authority on this subject in view of his present distinguished position and his long experience in the Personnel or Industrial Relations field.

# Is Personnel a "Professional" Occupation?

By James O. Rice, Secretary, American Management Association

The central question, it seems to me, is not so much the professionalization of industrial relations but the professionalization of business management itself. Certainly management has a professional basis in many respects. However, in most branches of management some of the other distinguishing characteristics of professionalization are lacking; mainly, widely-accepted and agreed-upon standards for qualification and performance. Why should professionalization apply to personnel executives and not to sales managers, office managers, production managers, and so on.

Has the personnel executive any greater claim to professionalization than these? In AMA we come in contact with all segments of management, and the matter of professionalization is a question that is raised at every turn. There is something dignifying about the word "professional." Somehow people feel that when they become a professional they acquire a higher status. In the case of personnel work, I have no hesitation in saying that the demand for a higher status is justified, and that higher status is being achieved—more slowly than we should like, perhaps, but fairly surely.

## Members of Top Management

In many companies, among which are some of the most successful and progressive in the country, the top personnel man is a member of top management; and while this situation is by no means general, it is becoming commoner. Business is learning that it gets things done only through people; that, as Lawrence A. Appley points out, management is the direction of people, not the direction of things; and that management itself is, therefore, primarily personnel management. I take it that

most personnel men are in accord with that idea. The question to be considered, then, is: If personnel were generally recognized as a profession, would it be more likely to assume its rightful place in the business scheme of things?

In order to consider that question intelligently, we must, naturally, first ask what is a profession, and the extent to which personnel work at present has the characteristics of a profession. Webster defines a profession as: "The occupation, if not purely commercial, mechanical, agricultural, or the like, to which one devotes himself; the calling in which one professes to have acquired some special knowledge, used either by way of instructing others or guiding them, or advising others, or serving others." The last part of this definition undoubtedly applies to personnel work. However, I would suggest that the key words here are: "if not purely commercial." I shall come back to this point later.

## Who Is a Professional?

More pertinent is the definition in the Taft-Hartley Act. "A professional," says the T-H Act, "is any employee engaged in work (1) predominantly intellectual and varied in character as opposed to routine mental, manual, mechanical, or physical work; (2) involving the consistent exercise of judgment in its performance; (3) of such a character that the output produced or the result accomplished cannot be standardized in relation to a given period of time." Certainly, all those stipulations are true of personnel work, and I hope that the provision in the Wage-Hour Act that a professional must make at least $200 a month also applies. However, the T-H Act goes on to add: "An employee performing work requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study in an institution of higher learning, as distinguished from a general academic education, or any employee who has completed the course of specialized instruction and study described, and is performing related work under the supervision of a professional person." I have omitted some few words from that definition, but that is the substance of it.

## A Survey of Personnel Education

Now have our personnel men had such courses of specialized instruction, and is it desirable that they should have them before being permitted to practice their "profession?" A few months ago, Donald S. Parks, Personnel Director of the University of Toledo, made a survey of some 84 representative companies on this matter.* Some two-thirds of the companies queried stated that they preferred college graduates for personnel work, and a large majority of the personnel executives who answered were themselves college graduates. *But* the greater number had had a liberal arts education, with perhaps further training in schools of business administration.

"From the evidence presented," Professor Parks writes, "college majors and

* *Survey of the Training and Qualifications of Personnel Executives*. By Donald S. Parks. *Personnel Journal*, 1948, 26, 256-266.

minors did not play a significant part in the educational background of these personnel men. No single field or fields of study contributed more than any other to their success. . . . Present-day personnel executives have had as their work experience practically every type of job known, preceding their present positions of responsibility. These have varied from office boy and grocery clerk to engineers, church officials, teachers, and lawyers.

"Training programs for the new college employee have in common the suggestion that each should be assigned to as many departments within the company as will be necessary for him to effectively operate in his personnel position.

" . . . As curricula are being developed in colleges and universities, the personnel men suggest that the following subjects should be included in such a program: psychology, public speaking, personnel management, economics, labor relations legislation. The next five subjects in order of preference were labor problems, industrial management, job evaluation, English and business organization. On the other hand, a sizable minority express no interest in the above specialized subjects, but prefer graduates with a cultural background, extra-curricular activities, and work experiences to their credit."

## No Special Courses Required

While this survey was not a large one, its findings may be taken as typical, because they conform very largely with the facts we see all about us. It is evident that no special course of study is at present required for personnel work, and that if one were to be instituted it would be rather difficult to find any general agreement on what should be included. The personnel man's work touches on psychology, on economics, on sociology. He needs to know something of statistical procedures, of testing, of job evaluation, of methods work. Some *phases* of personnel work at present do require professional training—testing comes immediately to mind—and as our knowledge becomes greater, other phases may tend toward professionalism also.

The top personnel man is then, or should be, a broad-gauge executive with knowledge of, but not necessarily expertness in, a number of fields, some of which require professional training and some of which do not.

For this reason, and because there is very little agreement on the type of study necessary, it would be very difficult to draw up a specialized course in personnel work. But if it were desirable to professionalize the field, no doubt something could be agreed on, after a great deal of trial and error, and we should not let the difficulties in the way keep us from working toward that end. But is it desirable?

To answer that, let us consider what the effect would be. Primarily, it would be to narrow down the field, to exclude a good many who are now in it, or planning to enter it. That is inevitably the result of the rigidity which professionalism implies.

I submit that that is not a necessary or desirable objective at the present time. Such rigidity, while it would immediately exclude some of those who are unfit even

by the most rudimentary standards, would invariably also exclude some who are capable of unusual, creative work; of advancing the whole status of the field.

### Hiring Requirements for Personnel

The people who hire personnel men (I am speaking, of course, of the personnel administrator) are the members of top management, and as such they have an excellent criterion of competence ready at hand. That is: Does the work of this particular personnel man contribute to the stability and prosperity of the business? Top management is directly responsible for the success or failure of the company, and it cannot shirk the responsibility of answering that question. Why, therefore, introduce unnecessary rigidity, since the incompetent are bound to be weeded out in the course of time? Where top management is so incapable that it cannot, over a considerable period, tell the difference between a good personnel man and a bad one, the companies themselves will doubtless be weeded out in the course of time. Naturally, if I were a top executive looking for a personnel director, I would be more favorably disposed toward the person who had acquired university training in the subjects pertinent to his work than to an individual who had not done so. But I would expect him to help me make a profit.

Leaving out such extra-curricular fields as vocational guidance, it is clear that personnel work is a business function, "purely commercial" in *aim*, and not, therefore, professional by dictionary definition, and it is by accepting that status that it will win the recognition it deserves. The personnel man who has some other aim than to help the business make more money had better use his talents in some other field.

He cannot, for example, set out *primarily* to improve the lot of the employees or to prove his psychological theories. His work may, and probably will, insure fairer treatment of the work force, but he must not approach it from that angle. He is there to maintain a stable work force, to promote morale, to provide better selection and training—but he must do these things primarily because they contribute to the prosperity of the business.

### Personnel Must Help Profits

If the personnel man expects business to pay him for anything else but a contribution to the prosperity of the company in which he is employed, he is very much mistaken. A company can't afford to dispense that kind of good works, and, ethically, it has no right to. Its primary responsibilities are to its stockholders, its employees and its customers, and it would be failing all three if it maintained very many frills of that sort.

Moreover, there is *no reason* why the personnel man should scorn the status of business man, and prefer that of professional. The fact that his aims are fundamentally commercial does not detract from the skills needed to do his job, or from the pride he can take in doing a good job—a "professional" job, in fact, if you use the

term in the sense of the opposite of amateur. After all, I take it, we all believe in the free enterprise system, in competition, and in the profit motive. Why, then, should personnel men wish to hold themselves aloof from this system, to operate on its fringes, as it were? I do not think they do.

In fact, I think one of the reasons why the status of personnel administration has advanced in recent years is that personnel men are coming to accept this view of their work, as contrasted with the period when personnel management was called "welfare work."

### Another Personnel Survey

AMA was recently considering the possibility of a research study on the general subject of proving the value of personnel work, and we sent out a few questionnaires, by way of feelers, to see what sort of information we would likely obtain. As a first step, we queried, not personnel men, but other executives, because we felt that was the best place to start.

The survey was not large enough to permit of definite conclusions, but it did uncover some points personnel men might do well to recognize. Many of the line executives questioned said: "Personnel men do not usurp line authority *in this company*," as though they felt that such usurpation was fairly common danger in other firms. It indicated a slight feeling of distrust toward the personnel department.

A good many, too, when asked what services the personnel department should provide which it was not then providing, said what they wanted most was *information*. They were not too clear about just what they meant by this, but from answers to other questions it was apparent that they wanted information about general labor market conditions, about practices in other companies, general data on area and industry wage rates, etc.

Answers to both these questions, it seems to me, indicate a need for personnel men to work more closely with other business executives, to understand their problems, and to help them unobtrusively but continuously—rather than to set themselves apart in some special category.

### Recognition for Personnel Work

To the extent that other departments get greater and greater help from the personnel department, its status will grow, whether or not it is "professional" or merely specialized work. And to the extent that it contributes to the prosperity of the entire business enterprise, top management will recognize its value.

This last point, of course, presents certain problems. Since personnel work does have something of the character of a profession, not only because of the specialized skills involved, but because "output and results cannot be standardized in relation to a period of time," it is difficult to show its results on anything approaching a dollars-and-cents basis.

[*Continued on page 284*]

One of the most difficult problems in getting good results with merit ratings is the avoidance of emotional interference on the part of the raters. Here is an analysis of some of the causes of emotional bias in rating.

# Emotional Bias in Merit Rating

By James W. Evans, Illinois Institute of Technology

The validity of merit ratings is likely to be jeopardized when raters react emotionally to something in the rating situation. Whoever plans or directs a merit rating program should give consideration to possible sources of emotional bias, such as the following:

(1) Feelings of the rater concerning his inadequacy to make the appraisals, arising from—
- (a) Insufficient knowledge about the rating procedures
- (b) Insufficient knowledge about some or all of the ratees
- (c) Inability to rate an employee on some of the rating factors
- (d) The burdensome nature of detailed ratings if a large number of employees must be evaluated
- (e) Lack of time in which to make the necessary appraisals

(2) Feelings of doubt concerning the fairness and accuracy of the rating method, arising from—
- (a) A conviction that the true picture will be distorted by some statistical procedure, such as forcing ratings to fit a normal curve of distribution
- (b) Omission from the rating form of attributes which the rater considers important, or inclusion of attributes which he considers unimportant
- (c) Disagreement with the authors of a scale as to the weighting which items should receive
- (d) Lack of knowledge as to the consequences of his actions as a rater, as when choosing a certain phrase as "most typical" or "least typical" of a ratee's behavior
- (e) Suspicion or knowledge that unqualified raters are being invited to rate
- (f) Expectation of an overriding review of his ratings by a superior he considers less well acquainted with the ratee's qualifications and performance
- (g) Evidence that somebody is endeavoring to influence his ratings of certain employees

(3) Feelings of suspicion about what may happen to him as a result of the ratings, arising from—
   (a) Suspicion or knowledge that his superior will see his ratings and will not agree with some of them
   (b) Expectation of unpleasant interviews with certain disappointed employees
   (c) The possibility that management may use his ratings as a criterion of his effectiveness as a supervisor
   (d) Uneasiness regarding possible personal competition from certain employees who may be promoted to supervisory jobs in his organization if their ratings are high

(4) Feelings of concern for what may happen to his people as a result of the ratings, arising from—
   (a) Anticipated difficulty of "selling" to another organization any employee who has very low merit ratings
   (b) The probability that his own organization will be "raided" for highly rated employees
   (c) The necessity of giving high ratings to all employees whom he particularly wants to receive increases, if merit rating is closely tied to wage adjustments
   (d) Fear that certain employees for whom he feels special sympathy may lose their jobs or status if their ratings are low
   (e) Knowledge that his superiors are endeavoring to "build up a case" to support some sort of recommendation or action regarding one or more employees.

The remedy for difficulties with the rating plan, such as these, is to take more care—with truly expert help—in the design of the plan. Then, hold a series of conferences for *all* executives and supervisors who are to use the plan in order to acquaint them with the plan, and if possible take advantage of their ideas and suggestions for its design. Then, give them guided practice in using it. They should also have some instruction in the characteristics of *all* rating methods, and be shown why the one selected is well adapted to their own situation. If a training course such as this is carried out carefully the plan will "go over" with enthusiasm. The better the plan the better it will be accepted; but a poor plan, well "sold" will be more effective than a good plan poorly sold.

One of the most critical struggles in history is the evolving relationship between organized labor and industrial management which we call "collective bargaining". The author here examines the most important recent book on this subject—*Government Regulation of Industrial Relations*, by George W. Taylor.

# Government Regulation of Industrial Relations: A Review

By Bert W. Levy

The combination of personal and professional qualifications of Dr. George W. Taylor are all too rare in the field of industrial relations. He is Professor of Industry at the Wharton School of Finance and Commerce, University of Pennsylvania. As a public servant of national prominence he has held important posts in NRA, was Chairman of the National War Labor Board, Secretary of the President's 1945 Labor-Management Conference and on the Advisory Board of the Office of War Mobilization and Reconversion. As one of the country's best known and most acceptable arbitrators he has performed on numerous "fact-finding" and arbitration boards, and has at one time or another been permanent umpire or arbitrator for industries of national prominence.

Long known as a staunch and persistent believer in free collective bargaining (or, to give preference to his own telling phrase, "industrial self-government"), Dr. Taylor has written this book in order to examine its history, functions, present status and future. An introductory chapter succinctly states themes for analysis and outlines the issues. The main theses of the book are embodied in the five succeeding chapters, and may be summarized briefly as follows: The depression following 1929, and its effects on employment standards, led to the conclusion that collective bargaining should be adopted as a national policy. The right of employees to organize for collective bargaining was legally guaranteed by the Wagner Act. "Free" collective bargaining under this statute, actually commencing about 1937, had barely got under way when, immediately prior to World War II, "government supervision over collective-bargaining procedures" became necessary in order to mobilize all resources for defense and keep work stoppages at a minimum. Such supervision was exercised by the National Defense Mediation Board, which introduced anew to this

*Government Regulation of Industrial Relations. By George W. Taylor, New York: Prentice-Hall, Inc., 1948.*

generation the functions of mediation as applied by a tripartite government agency constituted for that purpose. When the break-up of that Board (over the issue of a union shop in the captive coal mines) occurred almost simultaneously with the attack on Pearl Harbor, national security demanded a more conclusive method of settling industrial disputes. As the result of the wartime Labor-Management Conference's no-strike, no-lockout pledge, the NWLB was established as a tribunal for the exercise of both mediatory *and arbitral* functions. With the abrogation of the no-strike pledge at war's end, the Board was doomed and it therefore proceeded to liquidate. Failure of the post-war Labor-Management Conference to attain agreement on certain fundamental industrial-relations issues, and insistence on both sides upon a fuller use of economic power than the public felt was reasonable under the circumstances, resulted in the adoption of a national labor policy which proceeds upon the premise that "free" collective bargaining will not work—or at least has not worked—to the public good and that the government itself must wade much deeper than ever before into legislative regulation of the procedure and substance of labor relations. Expression of that policy is found in the Taft-Hartley Act.

Outstanding among the points which Dr. Taylor so convincingly makes in connection with the foregoing are some which should be obvious or which at least should become evident upon a minimum of clear thought, but which do not appear to be a part of most current discussions on the subject. One point is that the Wagner Act, except possibly in a few relatively minor instances, regulated only the organizational and procedural aspects of the collective bargaining it sponsored, but left to labor and management the responsibility and liberty to agree on terms and conditions of employment. Or, failing agreement, to utilize their respective economic strengths, or the threat of such utilization, as a means of settling the dispute. Another point is that, despite the outcries of some individual employers, the War Labor Board was an agency for *voluntary* arbitration. Since its power was based on the no-strike no-lockout agreement (a voluntary pledge) and its tripartite existence could be terminated at any time by the mere withdrawal of either labor or management, its "directive orders" were in reality arbitration awards founded on consent. Hence the WLB period was one of "voluntary arbitration under government auspices." A further point is that the post-war Labor-Management Conferences, while properly recorded as a failure in terms of fulfilment of its own immediate aims, achieved real successes as judged by other, long-range standards. For example, the Conference marked the end of one era and the beginning of another in that "For the first time . . . labor and management representatives met together at the national level without arguing about whether collective bargaining was desirable." Again, the leaders of the respective groups acknowledged that they could and should promulgate a set of concepts as to what are "correct" collective-bargaining practices and procedures. Still again, the very fact that the Conference took place showed the feasibility of holding such meetings, and suggested that the idea involved might prove to be one method of furthering the effectiveness of collective bargaining in general. Specifically, the Conference reached unanimous agreement on such important issues as the considerations

to be observed in first-contract negotiations, the function and organization of federal conciliation services, the administration of existing contracts through proper grievance and the foundations of voluntary arbitration of future contracts.

Dr. Taylor's treatment of the Taft-Hartley Act is exhaustive and straightforward. Clearly, he disagrees strongly with the basic premises of the Act as well as with most of its particularly provisions. The items on the asset side of the ledger which he has prepared in this respect are hugely outweighed by those on the liability side. Many employers will doubtless dissent from this result, but there is no gainsaying at least the logic of the author's conclusions. Perhaps most points of dissent can be traced to the fact that Dr. Taylor takes the long view, while most employers are concerned with more immediate problems. In the light of recent political developments and probable Congressional action, much of this material may rapidly become dated. There are, however, many valuable observations of a general nature, concerning the role of government in collective bargaining and the proper techniques for playing that role, which transcend the details of the particular statute and which should serve as guides for any future legislative consideration of the subject.

In the final chapter on "The Future of Collective Bargaining," Dr. Taylor takes the conclusions from the preceding analyses and, seasoning them well with his own reflections on the problem, states a philosophy of collective bargaining together with certain concrete recommendations for putting it into constructive practice. Government regulation of collective bargaining inevitably means that the whole process may gradually be removed from the grasp of the parties who are most directly interested. And with this goes the corollary that the issues of collective bargaining so removed will be decided in the political, and not the economic or industrial, arena. Under these conditions, in the long run management must lose the campaign. The alternative to government regulation is making "industrial self-government" a reality. But that state does not "just grow"; it will come about only by a conscious effort on the part of both labor and management to achieve it. Such an effort cannot hope to be successful unless both parties first recognize the fundamental premise of collective bargaining—"that differences between labor and industry can and should be reconciled around the conference table by understanding, compromise and agreement"—and then acquire and use a "know-how" which will enable them to translate their cooperative spirit into tangible results. This "know-how" involves agreement with respect to certain basic concepts of the process, such as the place and limits of industry or area-wide stabilization of working conditions; the scope of the subject matter of collective bargaining ("management security" or "prerogatives"); the rights and responsibilities of employees under a labor contract ("union security" and its concomitants); the true functions of strikes and lockouts, as distinguished from their usual objectives; and the full potentialities of grievance procedures. It also involves joint development of specific methods and procedures as yet only superficially explored, such as labor-management conferences for the formulation of overall policies; prenegotiation conferences to discuss problems, establish facts and set the stage for the forthcoming negotiations even before the presentation of formal demands;

deliberate selection of those negotiating techniques and procedures best adapted to the needs of the particular employer or industry; and voluntary mediation and arbitration as a way of resolving the deadlocks which can be expected to occur.

This book is an important product of its author's many-sided experience and his habit of orderly thought. Its prevailing tone is expository and analytical, so that it may serve as a spark for discussion and further reflection by students and thinking practitioners in the field. For all this, however, it does not "smell of the lamp." Dr. Taylor's great clarity of reasoning makes for simplicity of statement, and the book could well be used as a text for even elementary groups. Furthermore, its facts are so plainly authoritative and its conclusions are founded on participation in so many real situations, that any ordinary employer or labor relations man who picks it up must be provoked by it into serious consideration of the subjects which it covers. Let no such person be discouraged by its unattractive title; Dr. Taylor has exercised restraint in avoiding the catchy in favor of the accurate. Anyone interested in the problems posed by government interposition in the intimate dealings between employer and employees cannot but find something valuable in this volume. And there are few among us who can afford not to be interested in those problems, for they are some of the most significant issues now confronting our American democracy.

It may be, as Dr. Taylor himself allows, that collective bargaining will not or even cannot work, and that a rather complete and drastic kind of government regulation will be required to save us from economic chaos. For those who sincerely deprecate such an outcome, however, there remains the task of proving the value and achievability of industrial self-government. The present book goes far in supplying both the heart and the tools for that effort.

# About the Authors

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A new incentive plan must be carefully explained to the workers if it is to be successful and it will usually not be successful if the workers do not understand or trust it. This article discusses this and other requirements for any new incentive plan.

# Installing An Incentive Plan

By Eugene A. Delson and William J. Burns,
Associated Business Consultants, Chicago

Today there is much discussion of worker productivity and the various methods of maintaining or increasing worker productivity. One of the recommended avenues to increased worker productivity is an incentive or bonus plan. Much has been written of the benefits and advantages of incentive plans; but little or nothing has been done to create the incentive in the man on the job.

Our concern is not with the type of incentive or bonus plan but with the plan's introduction to the workers, the understanding imparted to the work force and Management's follow-up program to insure its success.

## New Plan Not Explained

In a factory where an incentive plan had been in use for many years, management decided that another and perhaps better plan should be introduced to the workers. Three days after the new plan was put into operation a work stoppage occurred in the factory. The employees refused to work under the new plan, claiming that it would result in less take-home pay than they had received under the old system. After management had conducted two meetings with the workers as a group and a number of discussions and explanations with the men individually, they were able to properly explain the "unknown" to the workers. The operators then went back to their machines, production increased and so did take-home pay.

In another plant, an incentive plan was installed in one of the departments. The plan contemplated that a worker could operate a second machine and, on some jobs, maintain the operation of two machines for several hours. As an incentive, when the workers operated the two machines, the plan specified that only 35% of the worker's production hours on the second machine would be charged against the 100% of his production on the whole operation. On the afternoon of the first day the plan was installed one of the operators advised his foreman that he was going to quit work that day; that he considered it unfair that he would receive credit for *only 35% of his produc-*

*tion.* The foreman tried to explain to the confused worker that 100% and not 35% of his production would be credited him, but since the foreman, too, was a bit confused about the "ground rules", it was not until the time study engineers were called in and made a detailed explanation, that the operator changed his mind about quitting.

These cases show how important it is to explain an incentive plan in advance to the employees who will work under it. A poor installation and no follow-up may be the reason why an incentive plan will prove successful in one factory and why the same plan will lag or fail in another similar plant.

## Selling a New Plan to the Worker

One of the principles of successful employer-employee relations involves "keying in" the worker, worker recognition, complete employee understanding of his job, his fitting into the work pattern, and a feeling of "belonging" on the work team. In the installation of a sound production bonus plan, this principle remains important.

To insure the successful installation of a wage incentive program, management or the consultant retained by management, *must* "key in" the employees who will work under the plan. This should include a meeting, or meetings, with the group and their supervisors for the purpose of discussing the "ground rules" of the plan, the elements, factors and allowances considered, *what it means to the workers in take-home pay, and when and how much the extra earnings are computed.*

"Keying in" the employees, should provide for including the supervisors, foremen, adjusters and all other persons affecting the production of the workers under the plan. Thus, cooperation and increased effort is assured on behalf of all those whose activities contribute to the item produced.

More incentive plans fail because their operation was not understood by the workers than because of poor engineering. It is the company's or the consultant's major responsibility to explain and re-explain the plan in "one and two-cent words," to insure worker understanding and gain the worker's confidence. A group of uniformed or dissatisfied employees can make the best engineered incentive plan inoperative. In short, you must *create* an incentive, before you can have one.

Then, having created an incentive, it must be *maintained.* You cannot "walk away" from a bonus plan. It must be nurtured, guided, adjusted and modified to meet changing requirements. This "nursing" may contemplate periodic meetings with the workers, individually or in a group, to be certain they understand the plan. If an incentive program has increased production 15% to 25%, and this increase has been temporarily maintained, management can well afford the time and effort of "policing" the plan. Or, to put it another way, management can not afford to jeopardize the production schedule under the "stepped up" pace by allowing the line to slow down.

An incentive plan will not, of itself, answer the worker's requests for higher hourly wage rates. In other words, it will not cure inequities in rate structures and

schedules. It may accentuate rather than cure the rate inequities. A sound wage base is, therefore, a prerequisite to the installation of a bonus project.

There are many types of bonus systems with countless variations which, if listed, would number in the hundreds. This discussion will not analyze these systems. But a comment as to the choice of a plan is in order. Many jobs, because of the nature of the operation, the type of work, the plan for assignment of work and the necessity for assistance on the job, lend themselves to group incentive rather than individual incentive plans. Analysis of the type of plan which will most successfully effectuate management's requirements is not only necessary but one of the first steps to be taken.

### Requirements for a Successful Incentive Plan

In summary, a successful and lasting incentive program contemplates:

1. *Choice between a group or individual plan*—the decision to be based upon the types of working personnel, the product, and the factory's previous experience.
2. *Sound engineering of the plan*—methods simplification and standardization, elemental breakdown, allowances, factoring, standard operational description and procedures.
3. *Proper introduction to the workers*—detailed explanation of the plan, the allowances considered, how the bonus will be computed and paid.
4. *Servicing the plan*—periodic checking of the production and bonus computations to insure accuracy, and thus maintain worker's confidence; adjusting the standards where necessary to satisfy changes in material or operation.

In the absence of any of these essential elements the cost, effort and time expended in engineering and installing an incentive or bonus system is lost by management. But most important, management has lost the workers' good-will, confidence and interest in their jobs and future security—the essentials necessary to industrial harmony and team work.

# Editorial Comments

## Personnel and Production Departments Cooperate for Greater Productivity

The Personnel Journal is, in my opinion, the top personnel magazine in the field and yet what happens to it if it lands on a production mans desk? He may throw it in file 13, buck it to someone else, or ram it into his briefcase to be taken home and read months later when there's nothing else better around. If he has time to leaf through it on the spot and runs past a caption reading "Labor-Management Cooperation and Greater Productivity—By James Smith, Personnel Director, Apax Gas Company," the brakes will screech, his mind automatically labeling such thinking as "useless."

"Why don't those birds crawl out on the job sometime and find out what it's all about?" A production man will agree with labor-management cooperation in principle. He's all for it. But today, in 1949, as a practical matter, it doesn't exist. He can think of too many "hot beds" on the job. Production jamming instances that take exception to company-union relations cited in the employee magazine and annual report. He can remember the days when the company got along without the union; when production and sales were the two best things to spend money on and there wasn't any room in between for personnel departments.

"What do the industrial relations boys know about what it's like to be on the receiving end of the personnel policies they write?" Sometimes an industrial relations department, although it may be one floor above a busy assembly line, might just as well be 10,000 miles away for all it knows about what is going on in the shop right underneath it.

Even Industrial Relations men hurriedly thumb through personnel articles about the same old stuff under the date-line of a new month. We've got to start talking the same language about common production and labor relations problems. Personnel men understand each other but most of the time it's all Greek to the production boys.

Let me give you an example of what I'm driving at. A big plant suddenly finds that despite its complete and well organized industrial relations department few production people in the organization have any idea of what the industrial relations department is doing—that out on the line the personnel department is known as the "Pentagon"—that production people throughout the plant are no more labor relations conscious than the man in the moon!

The trouble is that none of the personnel men ever spend enough time down in the plant; that is, with the exception of dashing in to put out fires when trouble flares up. Also, that no personnel man can operate effectively divorced from a thorough understanding of production and judging cases on facts brought to him concerning a job he has never actually seen. In order to improve this condition a man from the personnel department staff might be assigned, full time, to live in a production department; his job to be liason between the production heads in this department and the director of industrial relations. He is to act as a consultant and adviser to the production head for all matters concerning personnel. He is to work with supervision, to

train and educate in the ability to lead men and not drive them. He is to learn production methods, to get answers fast on any problems involving men and machines. He is to act in a preventive capacity and not as a fire fighter; his job basically to bring personnel to production and production to personnel. Above all he is to become part of the production picture in such a way that the production boys will forget he is a personnel man!

This is something of what I have in mind—an article dealing with personnel and production cooperation for greater productivity; the article to include more facts and examples of a practical nature in the interest of a cost-wise operation with the most efficient use of men and equipment. (We would welcome such an article from any source. Ed.)

Monroe B. Scharff.

## The Art of Plain Talk

Personnel and Industrial Relations people know the importance of using plain, simple language in trying to get management's messages "across" to the workers. Public relations and advertising people practice their arts in that way; so surely their employer—business management—should, too. Yet, a reader points out, when one of our greatest corporations printed an advertisement in newspapers in answer to one previously published by the Union the contrast in reading ease was sharply apparent. The Union message was "very easy" according to the Flesch count—at the very bottom of the "reading ease" scale; whereas the corporation advertisement was rated "very difficult"—at the top of the difficulty scale, according to our reader's calculation. Afterward the corporation printed the two advertisements on opposite pages of a leaflet, which served to make the contrast in reading ease of the two messages even more glaring.

## I Don't Believe In It

How often we hear personnel people say—about psychological tests, for example—"I don't believe in tests." Wouldn't it be more accurate to say "I don't *like* tests," or "The thought of using tests upsets me emotionally, because I am afraid that I wouldn't do well." There may be proper questions about the suitability of tests for a particular purpose, and it is important that such questions be asked—and answered correctly. And it is the business of the personnel man to ask them. But there is no place for belief or disbelief as to whether a given procedure is suitable. What is required are facts and the application of such facts with the help of good judgment.

# Personnel Research

*Visual Performance and Accident Frequency.* By Joseph Tiffin, Purdue Univ., and B. T. Parker and R. W. Habersat, Bausch & Lomb Optical Co. *Journal of Applied Psychology*, October, 1949, 33, 499–502.

This short paper summarizes the findings of a recent experiment on vision in a manufacturing plant. It confirms previous findings that injuries and low visual performance go together. The method followed in the study is typical of the "experimental method" described in the Editorial in Personnel Journal for October entitled, "Personnel Research". 42 employees were identified who had shown relatively high frequency of injuries in the previous 18 months and they were matched by a "control" group of 42 who had been injury-free in the same period. Each employee from the first group was matched by one from the second in respect of a number of variables; age, education, experience and kind of job. The control group had not received any eye attention during the 18 month period of the study. All 84 employees were then tested on the Bausch & Lomb Ortho-Rater for 16 visual skills. In one of these skills the mean scores of the two groups differed at the 1% level and in three others the differences exceeded the 5% level. That is, such differences were great enough that they could not have occurred by chance. It would also appear that different patterns of visual skills are required for safety on various different jobs, even in the same company.

*A Trade Test For Power Sewing Machine Operators.* By E. Glanz, Teachers College, Columbia University. *Journal of Applied Psychology*, October 1949, 33, 436–441.

The problem was to find out which of numerous applicants claiming skill and experience in the operation of a power sewing machine for light-weight cotton goods could actually operate the machine effectively. This is an interesting illustration of the use of a trade test for predicting success in power machine operation. The criteria consisted of a series of supervisor's ratings. The trade test was a series of simple sewing designs which the applicant was asked to perform on the sewing machine. In summary the report says, "the trade test for power sewing machine operators provides a method by which the more highly skilled and productive operators may be differentiated from the less skilled and less productive operators."

*Job Evaluation for a Small Business.* By Carl H. Rush, Jr., and Roger M. Bellows, Wayne University. *Personnel Psychology*, Autumn, 1949, 2, 301–310.

This is a description of a job evaluation plan applied to a small business of 60 employees with 24 jobs. It was decided to use "simplified" plan employing only two factors. The first was responsibility demands of the job and the second educational and training requirements. Each factor definition contained four sub-factors but the evaluation took place only with regard to the two factors; the sub-factors were not separately rated. Evaluation was performed by using a set of cards each with a job title on it. Each member of the committee sorted the cards into ranks from high to low for one factor at a time. The results were determined by adding the ranks, the

total points for each job being determined by adding the ranks for both factors of all six raters. Total evaluative points were then plotted against wage data and four labor grades with pay rate ranges were recommended. A plan of this kind would appear to have some advantages for the small firm. It was decided at the outset however that results would be largely dependent on careful training of the job evaluation committee. Consequently a series of eight meetings was held going over every feature of the plan and its purpose.

The paper is somewhat spoiled by an attempt to show the relationship between the evaluative points and points secured from the occupational characteristics check list. Co-efficients of correlation as low as .49 are submitted with the comment "this relationship is suggestive". Such a low co-efficient is suggestive however of a very unsatisfactory relationship.

*The Effect Upon Appraisal Scores of Individual Differences in the Ability of Superiors to Appraise Subordinates.* By Leonard W. Ferguson, Metropolitan Life Insurance Company, *Personnel Psychology*, Autumn, 1949, 2, 377–381.

"Some raters are more lenient than others in appraising people. Some rate nearly everybody the same. It has been assumed that these differences reflect real differences in ability to rate. Whatever the reason, these differences have complicated the use of merit rating or appraisal forms. This study shows that these complications are not universal, and that an appraisal form can be constructed that does not suffer from them." This is another of the very careful studies by the author on problems of merit or performance rating. He concludes by saying, "The facts set forth in this paper . . . indicate that it is possible to develop a method of appraisal that can yield valid and useful information in spite of variation in the respective abilities of raters or appraisers to rate their subordinates."

*Prediction of Job Success from the Application Blank.* By Willard A. Kerr and H. L. Martin. *Journal of Applied Psychology*, October, 1949, 33, 442–444.

This is a brief but adequate description of a study made at the Indianapolis plant of the RCA Victor Division of the Radio Corporation of America in which the relationship between job success ratings by supervisors was found to items on the application and personal history blanks. A few of the 25 items were, age, marriage status, street address area. A coefficient of correlation of .35 was found between job success and eleven of the items combined.

*Personnel Psychology.* Quarterly, $6 a year; single copies $2. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washington 9, D. C.

*Journal of Applied Psychology.* Bi monthly, $6.00 a year; single copies $1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# The Editor Chats With His Readers

### What The Factory Worker *Really* Thinks

Each year for the past six years the magazine *Factory Management and Maintenance*, published by McGraw-Hill Publishing Company, New York, has conducted an extensive survey of worker opinion under the above title. This one asks questions about the Taft-Hartley Act, health plans, the F.E.P.C. problem and the policies of the employees' companies. The results of this survey are published in 8 pages in the November 1949 issue of Factory Management and Maintenance. For example 69% of the replies say that few industrial companies discriminate against workers and job seekers because of race or religion. 58% approve of President Truman's health insurance plans, to be paid for by a payroll tax. Other questions indicate that the worker prefers his own employer to seeking a new one; that he favors company sponsored recreation programs, preferably jointly operated, in which case he is willing to share cost with the Company. The answers to these and other questions make interesting reading for industrial relations people.

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### Eastern Airlines Employee Contest

Employee contests of different kinds have been gaining in popularity in American industry. Eastern Airlines conducted a contest last year for non-supervisory employees and found it so stimulating to employees that an enlarged contest is being held this year. There will be 148 awards for the best essay on "How I Make My Company Successful." In addition, every prize winner will receive some of the Company's capital stock.

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### How to Become a Personnel Director

A frequently heard remark is, "I want to get into personnel work." The variety of people who make that much-used statement makes me wonder what fascination there is about personnel work. Because "work" is certainly a correct description of one of the chief characteristics of a career in personnel—in any of its branches. The cussedness of human nature is such as to guarantee a never-ending succession of baffling problems to any conscientious personnel worker. Many aspirants would run for their lives if they could only know what a dog's life it is. And yet, anyone who has even moderate qualification for the job, and who once gets his teeth in a personnel job, will never let go. Now take me for example. How did I get to be a Personnel Director—with no warning at all—back in 1934? My qualifications? Absolutely none! Born and raised in an Army Post of the old days; moved all over the world; shunted from school to school; graduated from Cornell in engineering; a period in industrial engineering followed by a long spell in "Wall Street", with World War I sandwiched in between. Then the depression, with a variety of jobs, ending with the sudden discovery that a corporation President had been kind enough

to secure my appointment as Personnel Director of his company. I am not sure what he and his associates thought my qualifications were but I know what they weren't! My salvation was that nobody in a company of over a thousand employees knew any more about the job than I did, so my problem for a while was merely to keep ahead of their growing knowledge of what the job should be. And now look at me! But you young people; don't hope to do it that way nowadays. Actually, personnel is harder to break into than almost any field that can be named. This is partly because it is a small field and many people are trying to enter it, and partly because good performance in personnel requires higher ability than many other occupations and a wider range of skills and knowledge. This explains why many of the best personnel men have come to the field after long experience elsewhere. For example, many industrial relations men were trained as engineers, many are lawyers and, more recently, there is a growing number of men and women trained in psychology. So, no matter what your original training, it can be brought to bear in personnel work. All of these occupations that have been named contribute to the personnel job: all must be applied with devotion, ability and personal qualities of a high order. For the highest requirements in personnel work are the ability to "sell" your product and to deliver services that command the respect and approval of the whole organization.

## Pension Plan Problems

In view of all the discussion about pension plans that has occupied a large part of the industrial community in recent weeks it is interesting to speculate on future developments of such plans. A report in the *New York Times* for October 25th reports the inevitable union request for a pension plan in which would join all the companies in a given area. The UAW-CIO in Toledo has demanded that "the pension plan would permit an employee who changed his job to carry his pension rights with him." Those who have studied pension plan costs are aware of one of the largest sources of funds for paying pensions. This is from the sums originally set aside for employees, who leave the Company before earning the right to draw a pension. While, in most cases, the workers own contributions are made returnable to him, the amounts contributed by the Company for him were forfeited and put into the fund to reduce company costs. Any plan therefore in which the rights remain for the worker regardless of any change of employer would substantially increase the cost of such plans.

Another inevitable demand by unions is incorporated in the Toledo request. It is that the plan be administered jointly by union and management with an impartial chairman to settle differences. One of the important arguments of the union in favor of a pool plan was that the smaller companies could not afford to set up independent plans whereas, the pooling idea would make it relatively easy for them to do so. Industry is going to have to do some close thinking on pension plans in the years immediately ahead.

### A Community-Wide Suggestion System

The *National Association of Suggestion Systems* held its annual conference in Cleveland in October. At this time Mr. I. N. Hultman, Vice President, Eastman Kodak Company, Rochester, described the Rochester Community Plan in which 35 companies are now participating. Mr. Hultman warned that the installation of such a plan is a complicated process but said that the benefits gained from correctly designed systems included economies in operation, improved products, greater safety and better methods and processes. This is a new idea in suggestion systems.

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### Good Public Relations at General Mills

*The General Mills Corporation* at Minneapolis has been running an interesting series of public advertisements. A recent one showed a picture of a masked rider whom they identify as The Lone Ranger. Under the caption "How The Lone Ranger Rounds Up Jobs" the advertisement says

> It's really very simple. By teaming up good products with good selling, we keep our sales growing. And as sales grow, we can—and do—pay more people to turn out more products . . . and sell them. That means more jobs.
>
> It's happened thousands of times in the last 20 years. For since 1929, our payroll has grown from 3,750 men and women to over 12,000. During this same period, our sales increased from $123 million to $410 million.
>
> At the same time, our jobs have kept getting *better*. The average General Mills employee now works a shorter day and earns 2½ times as much money as he did 20 years ago.
>
> But salesmen are not the only ones who build a business—and employees are not the only ones who benefit. Everybody does a part—the farmer raises better raw materials, the employee makes and sells better products, the stockholder provides better plants and tools, the grocer makes it easier for you to buy what you need.
>
> And everybody gains.
>
> Farmers gain because, with larger sales, we buy larger amounts of their corn and wheat and oats. Last year, we bought $342 million worth of raw materials, supplies and services—principally farm products—nearly three times our *total sales* in 1929.
>
> Our 13,000 stockholders gain because, with good sales, we can keep paying them fair dividends in return for the use of their savings. And still these dividends add up to only a small part of the money we take in and pay out. For example, last year these dividends were one-seventh of the amount of money we paid to our employees.
>
> But during these 20 years of growing sales, one thing hasn't grown at all. Our rate of net profit last year, as usual, was about 3¢ on each dollar of sales. Only half was paid to stockholders . . . the rest was reinvested in the business for even more growth in the years to come.

## The Labor Union Monopoly Bites All Workers

This is the title of an advertisement which appeared throughout the country over the name of James H. McGraw, Jr., President of the famous McGraw-Hill Publishing Company. PERSONNEL JOURNAL is certainly not anti-union but the message in this letter from Mr. McGraw deserves wide attention because of the growing one-sidedness of the labor monopoly. Here is the letter:

What kind of government is it which through its Department of Justice:

> . . . Prosecutes the Great Atlantic & Pacific Tea Company which it asserts handles about $6\frac{1}{2}\%$ of the retail food distributing business as an illegal monopoly in restraint of trade, and
>
> . . . Seeks to break up four big meat packing companies and make them into 14 companies, charging the four with being a monopoly in restraint of trade, but
>
> . . . Makes no move whatsoever to apply the federal anti-trust laws to the exercise of virtually 100 percent monopoly control of labor in the coal industry, and the only slightly less complete monopoly control of labor in the steel industry?
>
> The answer to that question is simple. It is class government of the most flagrant type, a government by which special privileges are dispensed without justice and to the great injury of all workers. It is the kind of government which will lead to the early sacking of the American enterprise system and the personal freedoms of workers.
>
> In legal terms the explanation of this flagrant affront to good government is also simple. In 1932 labor union activities were given virtually complete exemption from the application of the federal anti-trust laws by passage of the Norris-LaGuardia Act.
>
> When the Norris-LaGuardia Act was passed labor unions were relatively weak. Only about 16% of the nation's industrial workers were organized, only about 12% of the steel workers. About two-thirds of the coal miners were union members, but only half that number were paying dues. The country was in the depth of its worst depression. The unemployment of about one-fourth of the labor force made monopoly control by labor seem so remote as to be almost fanciful.
>
> But after only seventeen years devoted to the promotion of labor union organization by the federal government, we have labor monopoly with us. In its power and scope it makes the alleged business monopolies being prosecuted under the federal anti-trust laws seem positively piddling. In its manners it makes the old-time business monopolists look like Lord Fauntleroys.
>
> What is lacking, grievously lacking, is action by Congress; action to shape our federal anti-trust laws to take account of the labor monopoly that has become the dominant national force in our country today—a force that is leading to the loss of freedom of all workers.
>
> *Before labor monopoly is broken up, as it must be broken up if our economy is*

*not to be permanently wrecked, other steps will no doubt be required. But one test more than any other will be the touchstone of the nation's determination to keep its economic and personal freedom. It is what it does to see that labor monopoly receives the same treatment under the federal anti-trust laws as any other kind of economic monopoly.*

The purpose of the federal anti-trust laws is to break up monopoly and preserve fair competition in the United States. It is a fine purpose. The wisdom and fairness of its application in particular cases is often open to challenge. But in spite of bad administration every farsighted business man I know is a staunch defender of our national anti-trust policy.

At present, in the exemption of labor monopoly, we have a breach in that policy which, if not closed, will soon become fatal both to the policy and the enterprise system it is designed to foster and protect.

The main thing wrong today with Great Britain and indeed all Europe is that no effective anti-trust laws are in existence to protect the public from business and labor monopolies, to guarantee personal freedoms. No free economy in Europe or America can prosper as long as protected monopolies remain and fluorish.

*While your representatives in Congress are home with you talk to them about the special privileges now granted to labor union monopoly. You would serve your country well by finding out what they intend to do about it before it is too late.*

James H. McGraw, Jr.
*President, McGraw-Hill Publishing Company, Inc.*

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## "Pictorial Map of the Americas"

The Standard Oil Company (N. J.) has for several years published an unusual map called "Pictorial Map of the Americas." It is widely used in schools, colleges and elsewhere and the company wish it to have even wider circulation. Requests are coming in for more than 2,000 copies a week. The title on the map reads, "Pictorial Map of the American Continent featuring the Pan American Highway and showing some of the natural resources, scenic wonders, and points of interest." It is printed in color, size 18″ and 24″ and shows North and South America, with small pictures indicating the natural products and resources of the continents. (On the back of the map are the flags of all the nations of the continent and a brief description of the features of each nation.) Copies may be secured by writing to C. E. Springhorn, Standard Oil Company, 30 Rockefeller Plaza, New York 20, N. Y.

# Job Evaluation—A Discussion

The following letter was received from an eastern company which decided two years ago to design and install its own job evaluation plan for office employees. They wish now that they had secured the assistance of someone who had been through the experience a number of times, for there are a number of lessons to be learned from their unhappy experience:

> "When our president assigned Wage & Salary Administration to me, I read everything I could get my hands on and talked with others who had already installed formal job evaluation. We decided to develop our own method, in hopes it would be more flexible and suited to our needs. Each employee was asked to write up his own job description under the supervision of our Personnel Manager. Each description was reviewed by an executive, before final alteration or approval by the supervisor or department head. This produced job descriptions of widely varying quality. Seven men constituted our Evaluating Committee, representing each main department and three levels of management. These people carried on all their regular duties as well as Job Evaluation.
>
> "We have a total payroll of almost two million dollars and found a total of 240 different jobs, which the committee tackled one at a time. Looking back after a period of over two years of effort, I can see several mistakes which might have been avoided with sufficient foresight:
>
> 1. We had no selection aids for securing able Evaluators and Job Analysts; some of those chosen proved ineffective in rating jobs.
> 2. The Evaluators received no training in job rating.
> 3. In many cases, the *individual* was evaluated instead of the work.
> 4. The jobs were not really rated the way they were written.
> 5. Middle management was not sold on the program.
> 6. The committee had to spend far too much time and had too much home work.
> 7. The work was so long-drawn-out that those who were *for* Job Evaluation at the start, turned against it at the end.
> 8. The results were "hidden under a bushel" and not explained to our people.
>
> "From a conservative estimate, I am sure we could have accomplished better results in ¼ of the time if we had had proper direction from someone of wide experience in job evaluation. This would have saved key men a great many hundred hours of valuable time, not to mention smoother cooperation with less dissatisfaction in many places."

Another large organization, with over 2000 salaried employees, took a job evaluation plan from a book and installed it themselves. This was back in 1939. After a year the plan was put into effect but following three years of use it had to be abandoned. It was discovered that the factors and their weights were such as to give false values to certain kinds of jobs, with the result that those jobs received too many points and hence were assigned to higher salary grades than should have been the

case. These discrepancies became apparently only after numerous market comparisons with competitor companies. It became necessary to abandon the plan—after five years had been wasted! Competent help was secured and a new plan was installed in 1945, which has been working satisfactorily ever since. This, of course, does not mean that no company can successfully install its own plan. It *does* mean that somebody has to learn a lot about the subject of job evaluation—and really *learn* it—before the organization is justified in spending much time and effort in trying to install the plan. There is no short cut to success in job evaluation. The selection and weighting of factors is undoubtedly the most important and most difficult part of the whole business.

This business of factors and their point weights is full of unexplained mysteries. For example, who can reconcile the differences in weighting between, for example, the National Electrical Manufacturers plan and the Carnegie-Illinois Steel Company plan. The former has eleven factors; the latter twelve. In each case these factors are logically placed in the four groups that are nearly universal in all job evaluation plans; namely, Skill, Effort, Responsibility and Job Conditions. But in the NEMA plan the Skill group receives 50% of the total points, while the Steel plan assigns only 31%. But the NEMA plan allots but 20% of the points to the Responsibility group while the Steel plans gives it 45%. The other two groups of factors are weighted about alike in the two plans. Now, it must be obvious that there will be some discrepancies between the final grading of a group of jobs as rated by these two plans. If so, which plan is correct? And if there is no difference in grading of the same jobs between the two plans then why do the experts bother to make such a fuss over the factors and their weightings?

Here is a question that might be worth discussing in this column.

# Across The Editor's Desk

*Bowdoin College* has just issued a report entitled "Retirement Plan for Employees of Maine Towns." It has been prepared by Dr. O. C. Hormell, Director of the Bureau for Research in Municipal Government, Bowdoin College, Brunswick, Maine. This Bulletin No. 13 is a study of the way in which municipalities have made use of the existing state retirement system. It was intended also to be of assistance to other municipalities who might consider using the plan, as an adequate retirement plan for municipal employees is a matter of importance to citizens of the municipality and the state. More than 20 cities and towns in Maine now have some retirement plan.

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*The American Management Association*, 330 W. 42nd Street, New York 18, has just issued a printed 32 page catalogue listing all of their publications from 1932 to 1949.

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Bulletin No. 16, Trends in Industrial Relations, has just been issued by the Industrial Relations Section, *California Institute of Technology*, Pasadena 4, California. This publication is the result of a special conference on "Profitable Personnel Policies" held on July 21, 1949. The key-note address was "Management's Responsibilities for Personnel Policies" by Alexander R. Heron, Vice President Crown Zellerbach Corporation. The Bulletin is 88 pages handsomely printed and contains the proceedings of the Conference, including addresses by a number of prominent speakers. It may be obtained from the Bookstore at the California Institute of Technology for $1.00. The Industrial Relations Section has also issued a four-page leaflet listing about 35 publications and describing the contents of each one, all of them in the general field of industrial relations.

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Two interesting addresses at the recent production conference of the *American Management Association*, held in Chicago November 10–11 were "Conflicting Areas of Union Management Jurisdiction." This was the title of two addresses, one by Dr. Neil W. Chamberlain of Yale University Labor and Management Center and one by William Gomberg, Director Management Engineering Department of the I.L.G.W. Union. These and other addresses of the Conference will be available in due course at the offices of the American Management Association, New York.

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The *National Industrial Conference Board* issues each week a chart in a series called "Road Maps of Industry". The one for the week of October 28th is entitled "Weekly Earnings in Manufacturing". This shows in graphic form the spread between total earnings less taxes and other deductions, and the index of prices. This shows that there has been a widening spread from 1941 to the present time. "Current Spendable Earnings for 39 Hours are 20% more than in 1944, when the work week was 45.2 hours." "These earnings command a third more goods and services a week than before the war but about 10% less than in 1944."

*The National Restaurant Association*, 8 South Michigan Avenue, Chicago 3, Ill., in its News Bulletin for November 1949, describes a new industry film, "America's Heritage of Hospitality". The film was intended to influence public opinion favorably about the restaurant industry. Restaurant owners are reported enthusiastic about it because it tells their story effectively. In many cases they are showing it to their employees and even to their friends and patrons. Special brochures tell about the film and how to use it.

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*Prentice-Hall Incorporation*, 70-5th Avenue, New York 11, has just issued "Fair Labor Standards Act of 1949, with explanation." This is a printed book of 50 pages giving full information about the new Fair Labor Standards Act which will soon be in force.

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"Executive Compensation" is the title of the latest "Selected References" from the Industrial Relations Section, *Princeton University* under date of October 1949. It contains 20 references on this topic and may be obtained for 15¢.

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"Working Together" is the title of No. 2 of the Personnel Management Series issued by the *British Institute of Management* at 17 Hill Street, London, W.1. It is priced at two shillings and six pence. This is a 24-page printed booklet containing a study of the problem of working together in business and industry. It has an excellent discussion under the heading "Treating the Individual as an Individual" which lists all the different elements in an effective personnel program.

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Literature has just been received from the *American Society for Personnel Administration*, organized in June of this year in Cleveland, describing its purpose and aims and including a copy of the by-laws. Membership fees are $25.00 per year. A group of leading personnel and industrial relations directors organized the Association, sixteen of whom constitute the officers and directors of the Society for the coming year. Information can be obtained from Walter C. Mason, President, 6800 Grand Avenue, Cleveland 5, Ohio. Mr. Mason is Personnel Director of the E. F. Hauserman Company, Cleveland.

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A copy of the program for the coming year of the *Associated Hospitals Personnel Executives* has been received. This program consists of ten meetings from September to June inclusive. Some of the titles are "How to Handle Employee Grievances", "Initiating a Supervisory Training Program" and others.

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The first issue of "Labor Law Journal" has just been issued under date of October 1949. The Labor Law Journal is published by *Commerce Clearing House, Inc.* 214 N. Michigan Avenue, Chicago 1, Illinois, to "Promote sound thinking on labor laws".

Subscription price is $6.00 per year with single copies at 50¢ and the Journal will be issued monthly hereafter. The October issue is 80 pages and contains five articles by qualified authors, together with a considerable number of notes and comments of various kinds.

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"Union Security and the Taft-Hartley Act in the Buffalo Area" is the title of Research Bulletin No. 4 for August 1949 by Horace E. Sheldon and issued by the *New York State School of Industrial and Labor Relations* at Cornell University. This is a series of case studies dealing with the effect of the Taft-Hartley Act on union security. The material was gathered from a group of industrial companies in the city of Buffalo, New York. The report is available at 15¢.

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The *Civil Service Assembly Newsletter* reports a survey conducted by Jerry Kluttz, a reporter for the Washington Post, which says that a majority of government workers may soon be union members. The report describes advances made by unions in organizing federal employees. An interesting comment in the report says "last year Congress voted the highly organized postal workers a $450. pay boost, while unorganized employees got only a $330. raise." From the Assembly also comes a 16-page catalogue of publications in the field of public administration. It can be obtained from Public Administration Service, 1313 E. 60th Street, Chicago 37, Illinois.

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One of the more interesting conferences held by the *National Industrial Conference Board* was one on November 22nd under the subject "The Pension Drive: Social and Economic Implications". The afternoon roundtable included one called "Pensions Go To The Bargaining Table" of which L. A. Peterson, President of the Otis Elevator Company was Chairman. Among the speakers of the panel were Carl R. Dougherty who was a member of the President's fact-finding board for the Steel Industry.

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The monthly leaflet of the *Council of Profit Sharing Industries* shows a chart which indicates the tremendous growth in pension and profit sharing plans approved by the Bureau of Internal Revenue under Section 165-A. Since 1942, when the greatest growth took place, 9370 plans were approved of which 2555 were profit sharing plans or about 30% of the total number.

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The greatest need in labor relations throughout the country is not better labor laws. It is better communication between employers and employees, states a report to members of the *Labor Relations Institute*, New York. This report is the first of three on the subject of company publications and how to make them more effective and urges management to have the publication written and edited from the employees point of view. For a free copy of this report, containing "ten commandments for com-

pany publication", write to the Labor Relations Institute, 1776 Broadway, New York 19, N. Y.

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"Communication between top management and employee is one of the most puzzling problems in business. It is a problem that must be solved if employer and wage earners are to live and work together in friendship, with mutual prosperity and for the good of society." These are the opening words of Robert Wood Johnson of the well known manufacturing company of Johnson & Johnson of New Brunswick, New Jersey. The title of this book is "Robert Johnson talks it over." This is a handsome book of 174 pages with paper cover containing 44 talks by Mr. Johnson, delivered informally and recorded on tape for use on broadcasting systems in the plants of Johnson & Johnson and its associate companies. A few of the talks are descriptions of various departments. One is "Questions for your Boss" and another is "Everyone a Salesman". All of the talks are informative. They tell the employee about the company and its plans and policies. This is an unusual example of good communication in industry.

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The latest study issued for its policyholders by the *Policyholders Service Bureau* of the *Metropolitan Life Insurance Company*, New York is a 61 page printed report, "Supervisory Training: Case Studies". This contains reviews of the training programs for Supervisors in a group of prominent American Companies including American Can Company, Armstrong Cork Company, International Harvester Company and others.

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*The American Foundation For High Blood Pressure* at Cleveland, Ohio is issuing material which will be of special interest to industry. Business and industry suffer great human and economic losses from heart disease which is the cause of more than six hundred thousand deaths annually in the United States. A group of nationally known business and industrial leaders have teamed up with thirty medical research specialists to solve the mysteries of high blood pressure and its allied diseases, which take a heavy toll each year in industry. The research program will continue with its principal support from industrial corporations.

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Mrs. Billie D. Yohe, Personnel Director of Hotel Radisson, Minneapolis writes—

> "A bit of humor tends to brighten one's day, especially in the Personnel field. An employment service included the following on a list of prospective applicants:
>
> > 'Employment Interviewer—male, veteran, 30 years of age. Labor relations or personnel interviewing interest. ALL-AROUND ATHLETE.' "

# Book Reviews

LEFT, RIGHT AND CENTER. By Sidney Lens. Hinsdale, Illinois: Henry Regnery Company, 1949. 445 pp. $4.00

Here is a rather provocative book from the standpoint of a devoted rank-and-file trade unionist who is now in the lower echelons of officialdom. Standing on the extreme left, Sidney Lens is at his best in portraying the shortcomings and excesses of labor bureaucracy and "business unionism," and in pursuing his thesis that Stalinism is not revolutionary but reactionary.

Mr. Lens' project includes amalgamation of craft unions into an industrial structure, a union of the AFL, CIO, railroad brotherhoods and independent unions, the return of vast powers to city central bodies, creation of unions of unemployed inside the united labor federation, and formation of an "educational alliance" of all progressives as a counterfoil to Stalinism and "business unionism."

The author is so concerned with the "rank and file" that he advocates "even political strikes if necessary to dramatize opposition to reaction." He would also form a combined council of elected representative workers to forge a common strategy "over the heads of their leadership." The obvious dangers to the rank and file themselves in these two ideas is so real that it would take more space than is available to discuss them

Mr. Lens is probably mistaken when he claims that the issue between John L. Lewis and William F. Green, which led to formation of the CIO, was not overobjectives but method; that both agreed on the need for "circumscribing the increasing militancy of the men in the basic industries." But I can not be certain about this.

He is also incorrect in saying that "no one in the AFL and CIO was under any illusions that Lewis, Murray, Hillman, and Dubinsky were out to build a radically new kind of movement." Nothing less was their intention. One must not minimize as does Mr. Lens, the "assist" given labor by a sympathetic New Deal, by the Wagner Act and by the beneficial rulings of the first years of the National Labor Relations Board.

Forrest H. Kirkpatrick
Bethany College

PERSONNEL SELECTION: TEST AND MEASUREMENT TECHNIQUES. By Robert L. Thorndike. New York: John Wiley and Sons, Inc., 1949. 358 pp. $4.00

*Personnel Selection*, as Thorndike states, is an outgrowth of his "four years of service in the Army Air Force during World War II", and is based on a previous report, the *Aviation Psychology Program, Research Report #3: Research Problems and Techniques*, published in 1947 by the U.S. Government Printing Office. Though "much of the discussion and, particularly, many of the illustrations in this book are set in a military frame of reference", the principles and procedures, and techniques discussed apply equally well to industrial testing programs.

The author's introduction is confined chiefly to a general outline of the remainder

of the book. Chapter 2 presents procedures for preparing job descriptions and worker characteristic analyses which can be employed as a basis for (a) determining the types of tests which might be included in an experimental test battery, and (b) isolating practical criterion measures against which the selection instruments can be validated. The next chapter is devoted to the development of an experimental battery of selection tests. Existing tests, different types of tests, and a step-by-step procedure for constructing and analyzing new tests are briefly discussed in this section.

The experimental methods and the statistical considerations involved in determining test reliability are taken up in Chapter 4. The next two chapters deal with the problem of validity. Various types of criterion measures; problems involved in isolating those which are suitable for test construction purposes; and methods for evaluating them are treated fully in Chapter 5. This chapter is one of the best in the book—even experienced test constructers will find it worth their time. The statistical formulae for determining test validity and some of the special problems which arise are presented in Chapter 6. Chapter 7 covers methods for combining individual selections tests into a test battery. Multiple correlation and multiple cut-off methods for determining the predictive efficiency of a battery of tests, and three types of testing programs are discussed in this section. Item analysis, including item difficulty, discrimination, correction for chance, the computation and use of items indices, is discussed in Chapter 8. The last three chapters of the book deal with some of the practical and technical factors encountered in the installation, administration, and follow-up of a testing program.

With the exception of those chapters devoted to statistical methods, *Personnel Selection* can be easily read and understood by anyone who has occasion to use it. Even the statistical sections are relatively easy since the derivations of the formulae presented have been omitted. The book can be recommended for use either in the classroom or personnel department. It seems unfortunate however that the author chose to neglect the wealth of pertinent material in the literature on industrial testing programs. At least a bibliography of such publications should have been included for those who are interested in examples a little closer to home. It is also a bit disappointing to find the subject of testing program costs and the dollar-and-cents return on such programs glossed over so lightly. Though the test constructers and researchers may not be overly concerned with costs, it is one of the primary problems facing the personnel manager who is recommending the installation of a testing program. It should also be noted that little if any reference is made to the place of individual testing in the selection program and that the clinician's point of view has been omitted.

Robert C. Rogers
Richardson, Bellows, Henry & Company
New York

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# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, Edward N. Hay. Secretary, D. D. Hay

*Volume 28* *Number 9*

## *Contents for February, 1950*



Edward N. Hay, *Editor*

D. M. Drain, *Circulation Manager*

# Conference Calendar

**FEBRUARY**

13–15 Chicago, Palmer House
American Management Association. Personnel Division. J. O. Rice, 330 W. 42nd Street, New York, N. Y.

**MARCH**

16–18 Chicago, Palmer House
American Society of Training Directors. Annual Convention. A. F. Steffen, Swift & Co., 4115 S. Packers Ave., Chicago, Ill.

16–17 Syracuse, New York
American Association of Industrial Editors. Annual Convention. Ellwood H. Witt, The Ohio Rubber Company, Willoughby, Ohio

28–31 New York, Hotel Statler
Greater New York Safety Council, Inc. Annual Safety Convention and Exposition. Wm. J. Farley, 60 E. 42nd St., New York 17, N. Y.

**APRIL**

28–29 Houston, Texas
Southwest Area Conference on Industrial Relations. P.O. Box 139, Houston 1, Texas

It makes a lot of difference what your workers are thinking. Do you know? You will be interested in what a well-known psychologist says about the problem of finding out what your employees think and about the meaning of some of the things that most employees stew about.

# What Do Your Workers Think?

By Donald A. Laird, "Homewood", Lebanon, Indiana.

Louise thought her boss was a swell guy in many ways. But there were things. . . .

He played with his nose while he dictated.

Halfway through a letter he'd often change his mind and want to start it all over.

Sometimes she caught him snooping in her desk.

He had a big light in his office, but her desk was so poorly lighted her eyes burned after close work.

A couple days a week he would come in late in the afternoon with many letters to get out, making her late for the evening meal and date.

He seemed satisfied with her work, but never said anything about it and she was trying to screw up courage to ask him.

He had a trick of telling visitors business lies, and then asking Louise to confirm his misstatements.

She didn't like the way he would sit on the corner of her desk and tell embarassing jokes to a man visitor as he was leaving.

So . . . she got a job with a competitor. Her old boss couldn't understand why she was leaving, and offered her more pay. Too late. Louise had her mind made up, but was nice about leaving.

"Women sure are funny," was his explanation.

If he had only known what Louise was thinking!

Well, he could have known. Many businesses are systematically finding out, and using the findings to improve employee relations.

Some gamble is inherent in all business. Prices of materials, customers' acceptance of a product, possible business recessions, all have some elements of uncertainty.

But the biggest gamble in business is the worker—what workers have on their minds and what they want from their bosses and jobs. Thanks to applied psychology, much can now be done to answer these questions and reduce this gamble.

## Finding What Workers Have on Their Minds

Formerly management had to depend upon hunches, random bits of information from supervisors, or an occasionally complaining worker, to glean some conception of workers' opinions about this and that, and their attitudes toward the company. Such information that trickles upward has doubtful value since the information is seldom complete and is usually prejudiced. Grapevine information is often rumor which someone started with malicious or selfish intent. Information from a stool-pigeon or "boss' pet" is equally unreliable. Things can come to a sad pass before management realizes workers have war and rebellion in mind.

One unpopular way to find what's on workers' minds is to work—and *live*—with them, as a worker, for a long period of time. By actually working as a worker, with no concessions, one has a better chance to learn from the inside out how the worker feels. Whiting Williams has done this, with resulting important contributions to our knowledge of the workers' slant on life.

But to acquire this inside understanding by being a worker, scientific observation is necessary. Men who have started as bona fide laborers and worked their way up could have gleaned priceless inside information about workers' minds, had they only been scientific observers as well as workers. Real down-at-the-bottom experience is a good background for a future executive, especially when he observes and analyzes his own reactions as well as those of his fellow workers; just working without such observation is, well, just working.

This method, a bit heroic for a person who is used to eating on white linen rather than on the kitchen oilcloth, has not been popular. But it is one of the best ways to learn how workers feel about various conditions and regulations and supervisory methods. Not just working long enough to catch on to the work, but until he has had his fill, and then a year longer; that last year puts him in the workers' shoes and frame-of-mind.

## How the Worker Thinks and Feels

This first-hand experience as a real worker gives what psychoanalysts call *empathy*, an impersonal recognition of what lies behind another person's thoughts and actions.

The social uplifter and do-gooder may feel sympathy for downtrodden employees and do things for them from the goodness of his (or often, her) heart, but such things might better be left undone, for sympathy does not give understanding of what the other person wants or needs. Cold-blooded understanding is more to be trusted than emotional sympathy.

The agitator may identify himself with employees and become fighting mad, ngaging in hostile activities that makes everything worse. Identification, like ympathy, is primarily an emotional approach.

Empathy, in contrast to sympathy or identification, is an intellectual process; mpathy makes it possible for one person to recognize impartially the significance f another person's behavior. These differences between sympathy, identification, nd empathy are not abstract quibbles; they are of tremendous significance in enbling one to know how to handle human relations problems.

The supervisor and executive need empathy for workers. An executive who as this insight into how the other person thinks and feels is said to have a high *mpathic index*, the "wisdom of the race." Those who lack this insight into the ttitudes and thoughts of others have low empathic indices. Experience and observaion—if analyzed with cold impartiality—help raise the empathic index. So does eading the right things. Even statistics help, if gathered and evaluated with an pen-mind.

A few businessmen try to give their sons experience to build up an empathic ndex by starting them at a low job with the firm, and rapidly advancing them to ice president. H. J. Heinz II got his experience a better way when he landed a job, nder an assumed name, at the bottom of the Heinz' English plant and worked as ny other Joe-worker would have to work.

## Do Workers Know Their Own Minds?

Ask employees point-blank what they want, and one almost always receives ne-sided information. The worker is smart enough to be chary about saying anyhing that might prejudice the boss against him, unless he is indiscreet and has een waiting for a chance to "tell the boss off." Channels of communication between mployees and management are almost always used with an eye to the impression he communication will make.

In addition, the worker himself is seldom able to analyze his own attitudes. He nay have a feeling of helplessness, or resentment, or frustration, but does not undertand what or why. These attitudes may in fact be due to his parents' unpleasant reatment of him years ago, or to wife troubles, but individuals try to find something bout their work to blame. Business has to be the whipping boy for many things that re due to entirely unbusiness causes. It has been estimated that as much as oneourth of the average firm's troubles over human relations are not due to anything usiness has done wrong or neglected to do. Business is just in a vulnerable spot, vhich makes it more imperative to be extremely alert to any little thing that might ave repercussions in human relationships.

There are also factors in the working environment which often injure morale, et neither the worker nor management understands their part in the irritation. An xample was the textile mill where, for economy in handling materials, slits were ut through the floor at the ends of the looms so netting dropped to the next floor as

it was woven inch by inch. The worker never saw his finished product. The efficiency engineer was pleased because he had used gravity to do a job. He did not realize that he had taken away one of the workers' incentives. The workers complained about 1001 things, never mentioning the thing, which was the basic cause of their restlessness.

Psychological insight into the springs of human action is essential to see what's behind grievances or low morale. There is always more behind it than the worker realizes, and usually more than management comprehends. One important aim in modern executive training is to provide some of that understanding which will help executives see the psychological kernel hidden in the chaff of opinions, complaints, and statistics.

## Tangible Indications of Morale

Most companies have some objective records which indicate whether all is well with their employee human relations. William James Giese and H. W. Ruter, personnel manager for Aldens mail order house, found that high labor turnover and a high percentage of absences were signs of low morale. Absenteeism varied in departments from a low of 3½% to a high of 11%, with the average department having 7½%. In tardiness the variation was from a low of 3½% to a high of 14½%, with the average 9½%. Productive efficiency was found not to be closely related to morale, though production ranged from a low of 80% to a high of 113%, with the average department at 95%. Accuracy was also not closely related to morale.

Within the departments of a firm there is a wide range of tangible records which reflect the condition of worker morale. Although pay scales and so-called welfare activities are the same for all, there are still departmental ups-and-downs in morale. Morale surveys are used to uncover the trouble-making factors in supervision or working conditions that cause these departmental variations, as well as affect the general morale level for the entire company.

Some morale surveys are made indirectly, as in the General Motors contest for employees on "Why I Like My Job." 175,000 letters were submitted for contest prizes. The average letter mentioned 7½ reasons for liking the job, and the most frequently mentioned reason was the boss—down at the bottom of the list were company parties, which are the only thing many firms intentionally do toward morale.

When letters from one department mentioned safe working conditions more than liking the boss, it was an indirect indication that something was wrong with that department's boss. Departments that had few contest entries were suspect—those workers evidently did not like their jobs, and an explanation should be found. Desirable items not mentioned in one department's letters, but mentioned in other departments, also suggested points to correct to improve morale.

Another form of indirect morale survey is the exit interview, made when workers quit their jobs—they may feel free to say what they think then. These are

useful to locate causes of dissatisfaction which may lower morale, though they do not show what makes morale high. One steel company adopted the exit interview method of finding what employees felt, and by heeding these complaints the rate of quitting was reduced about half in a few months. It is only half-a-survey, however, when aimed at what harms morale. What helps morale is worth equal, if not more emphasis.

## Direct Morale Surveys

Most morale surveys are now being made directly, though anonymously, so workers can express themselves to the limit without fear of retaliation. Willard A. Kerr, of the Illinois Institute of Technology, has devised an ingenious Tear Ballot which can be used by an employee to express his *general opinions* about the company and his work, without having to write. A worker merely tears out an arrow-head at the end of the line which gives his opinion.

*Special opinions* are uncovered by using questionaire blanks that are planned to get at pestering human relations problems that are peculiar and puzzling to a particular firm. Guy B. Arthur, Jr., of Management Evaluation Services, has made extensive use of this method. Usually workers are given a few days advance notice of the survey of their opinions, and the complete secrecy of their reports is stressed. These questionaires, which employees do not sign, usually start with a few neutral questions, such as "How long have you worked here?" Only questions which can be answered in about 15 minutes are asked. Employees answer the questions, on company time, in groups of 15 to 20, with someone present to assist if anyone has difficulty understanding any questions.

One such survey revealed that the chief cause for "poor attitude" on the part of supervisors and foremen was a complete lack of praise and encouragement from the higher management. In another company, which placed emphasis on profit-sharing as a morale-builder, it was found that less than 20% of the employees understood or favored the profit-sharing arrangement. After an educational campaign which explained the arrangement in terms the workers could grasp, a new survey showed that 70% of the workers now liked the profit-sharing.

Special question morale surveys are being used more and more to help decide about contemplated changes affecting employees. One firm wanted to use some women for work which men had done, so they made a "quickie" anonymous survey, asking the men concerned whether and why they would like, or dislike, a few women working in the same department. This question produced some valuable suggestions which management had overlooked, such as the necessity of providing suitable rest room facilities, and getting "Old Fritz" to launder his vocabulary.

Whenever changes are planned which may affect individual attitudes, human relations will be safer if opinion surveys are used for guides. Then make the changes gradually. In the case concerning women entering the previously exclusively masculine department, for instance, first opinion was equally divided between dislike,

like, and makes no difference. So two women were cautiously put to work there; two weeks later two more women were added. At the end of the month another quickie survey was made. After this gentle start, ⅔ of the men changed their opinion to like, and Old Fritz had been shifted to another department. Keep tabs on attitudes as changes are under way.

Be sure of this; without morale surveys of some sort management is blind to what is going on right under its nose. Surveys are well worth the average cost of $3 per employee, including time lost from work, for management to keep in touch with what is uppermost in the worker's mind.

## Open-end Questions

In that quickie survey of the department where women were put to work, the most helpful question was the "Why." Open-end questions, which do not limit or suggest a definite answer, are especially useful to catch little gripes and complaints. The General Motors contest on "Why I Like My Job" was an open-end. Questions answered "Yes" or "No" are not open-end. "What other things do you think should be improved in your office?" is an open-end question. Open-questions usually uncover a number of seemingly trivial irritations, which management should heed regardless of their picayune nature, because repeated little irritations may become big annoyances. Human relations depend more on a lot of little things, than one one big thing, such as a pension or high wages.

Morale surveys help morale even when nothing is done to correct the things about which workers complain. Merely reporting pet peeves makes them feel relieved and lessens their preoccupation with annoyances. Some firms have been afraid of taking a chance on a survey for they figured it might start the employees looking for things that would be wrong; "let sleeping dogs lie" was their policy. The facts in the case are that when they don't have a chance to get it off their chests to the company, they get it off their chests to other workers, to neighbors, to the gang in their favorite tavern. A morale survey lessens gripes, does not increase them. A morale survey is the best insurance against workers spreading unfavorable word-of-mouth advertising in the community.

As one progressive executive said, "I'm glad to get their complaints, and early, so we can make things right before trouble starts. His firm has mighty good human relations. Not so another hard-driving executive who did not want their next morale survey anonymous. "Make 'em sign their name," he insisted, "I want to know who the so-and-so is who doesn't like the way we run things." They have never had a "next" survey, and their turnover and absenteeism remain sky-high. His firm is paying a high price for the survey that was never done.

## Beneath the Surface

Workers can report on annoying poor ventilation, slow promotion, a grouchy foreman, and many other things. But they cannot label a host of vague irritations

which seriously affect morale and human relations. These unnamable irritations arise from hidden motives and mental mechanisms of which the individual is almost always unaware, and which they would be hesitant to admit anyway. What heman, for instance, likes to admit he craves sympathy when things go wrong; he does crave it, but doesn't know it or won't admit it if he does. Or that he dislikes his job because the worker beside him is speedier and more accurate? Or that he is inclined to boss others too much because he is henpecked at home? Such factors, concealed beneath the surface of mental life, often mean more than the pet peeves of which the person is aware. These hidden factors are like the electricity that brings a motor to life, or the spring that makes your watch tick and the hands go around.

Morale surveys uncover the gears and how they mesh, but not the hidden mechanisms that make the gears snap into action and move the hands. These beneath-the-surface forces are motives, desires, wishes, impulses. Their elucidation is in the field of depth psychology. Morale surveys show what needs to be corrected, things that irritate the grain of deep psychological forces. But never take a morale survey at its statistical face-value. Look beyond the figures to see what the irritations mean in terms of motives, aspirations, hopes, prejudices. That requires a good empathic index.

# About the Authors

*Dr. Donald A. Laird* is well known for his writings on psychological topics for the non-technical reader. For fifteen years he was head of the department of psychology at Colgate University. He now devotes his time to writing and lecturing.

*Dr. Dale Yoder* is Director of the Industrial Relations Center at the University of Minnesota. He was Consultant to the War Department during the last war and Chief of Planning Commission in the War Manpower Commission.

*Louis W. Lerda* holds degrees from Pennsylvania State College. He has worked as rivet passer, carpenter and foreman of a maintenance and labor crew. Since the thirties his time has been devoted to education and training. He was chief of supervisor and foreman training at Wright Field during the war and now is director of the Esso Training center at Elizabeth, N. J.

*Nathaniel Cantor* has written widely on supervisory training. He has just published a book on the subject. He teaches at the University of Buffalo.

*Frank Rising* is Executive Secretary of the Automotive and Aviation Industries Association. He writes the pungent newsletter of the Association, "Memo to Management."

Last month James O. Rice, Secretary of the American Management Association told why he does not think that personnel, or industrial relations, is a profession. Here is a somewhat different view by one whose views also receive wide attention.

# Trends Towards Professionalization in Personnel Work

By Dale Yoder, University of Minnesota.

It becomes increasingly clear that there is no single trend toward professionalization in the whole, broad industrial relations field—that, on the contrary, there are several trends toward the recognition of a number of technical and professional positions in manpower management. Studies undertaken by the University of Minnesota Industrial Relations Center have provided fairly clear-cut job descriptions for more than twenty distinctive positions in this field. Some of them appear to be technical rather than professional; but in others the trend toward professionalization is evident.

Discussion today presumably centers on the job which is variously described as that of the Industrial Relations Director or Manager or of the Personnel Manager or Director. That this position is being granted and is accepting recognition as a profession is strongly suggested by a number of recent and current developments.

## Requirements of a Profession

Perhaps such a statement may be clarified by a brief summary of the essential qualifications of a profession. In general, the professions are distinguished by about nine characteristics, which are so generally recognized as to provide what may be regarded as the criteria of professionalism. In outline form, these criteria include:

1. A body of standard practices or procedures;
2. Specialized training based on continuous research;
3. A specialized terminology or universe of discourse;
4. Sharing of information and discoveries—intra-professional cooperation for the advancement of knowledge and improvement of practice;
5. A distinctive professional literature;
6. Specialized knowledge and skill requirements for membership;
7. A high level of personal responsibility and competence so that assignment of jobs and supervision are unnecessary;
8. Standards of ethical practice; definitions of malpractice;
9. Primary responsibility to the public and the profession.

Those who question whether the job of industrial relations director or personnel manager is to be regarded as a profession must, in effect, point to one or more of these criteria in their skepticism. But the weight of evidence to this time seems to support the conclusion that, in each of these items, there is a year-to-year movement toward achievement of each of these hall marks of a profession. The considerable volume of standard practices is evident in every industrial relations function, in wage and salary administration, in training, in selection, and in each of the other major functional divisions of the field. Great steps have been taken toward professional-level training in the past decade—steps that are epitomized in the current operation of some twenty industrial relations schools, centers, and institutes in the leading universities of the nation and that are further evidenced in the number of technical conferences which are being held almost every month in one or another locality and sponsored by educational institutions as well as professional organizations.

## Sharing Experience

If time permitted, evidence could be presented on the trends and developments in connection with each of these criteria. At this time, however, attention is directed toward only one of them. That is the movement toward sharing information, toward mutual advancement by mutual education. This is the antithesis of early day "trade secret" and "patent medicine" procedures in which individual practitioners guarded their methods and practices, seeking thus to maintain a monopoly of effective practice. Today, the trend toward sharing information is particularly evident in three types of activity. The first is the holding of conferences and institutes such as that which is in process here today. The second is the development and maintenance of professional journals that report on experiments and experience and thus make increased knowledge and improved practice quickly available to all who follow these publications. The third is the growth of professional associations.

Improvements and expansions in professional publications must be evident to every alert practitioner. The continued improvement of *Personnel* (edited by our preceding speaker, Mr. Rice) deserves special mention in this connection. *Personnel Journal* has taken on new life and come out with more and better articles on professional activities in the field. A new professional journal has recently appeared, the *Industrial and Labor Relations Review*, inaugurated by the New York State School of Labor and Industrial Relations at Cornell University. Meanwhile, *Advanced Management*, *Modern Management*, *Occupations*, and the *Journal of Applied Psychology* all have devoted increasing proportions of their attention to industrial relations problems and practice.

## Professional Associations

A third method of sharing information and thus aiding in the self-advancement of practitioners is the maintenance of active professional associations. Here again

there is evidence of dynamic force. Those who have attended the Personnel Conferences of the American Management Association have ample evidence of the growing interest in that organization's personnel activities. The difficulties affecting the National Association of Personnel Directors have provided several evidences of the interest in such associations, for they have stimulated at least one nation-wide committee to insure the maintenance of that or a similar organization. Meanwhile, a new learned society in the field, the Industrial Relations Research Association, has been launched within the past six months and already has several hundred members. Meanwhile, also, steps have been taken toward banding the numerous local associations of personnel managers throughout the nation into some sort of national association.

In the face of such developments, it is difficult indeed to argue that a profession of manpower management is not emerging. That is the more true when one looks into the hearts of personnel managers and industrial relations directors by reading their mail or by talking with them about their problems. For in these disclosures there is evident a growing sense of public responsibility and awareness of the obligations of professional status. They are anxious not only to do a better job, to avoid malpractice; but also to improve their own competence and efficiency. They are, more and more of them, determined to place the public interest at the forefront in their actions, to assume responsibility for leadership in their communities, and thus to justify recognition as members of a true profession. This is the most convincing of all indications that the profession is on its way. For the speed with which professionalization emerges will be directly proportioned to the determination with which those who are practicing in the field seek to act the part of professionals.

From Sixth Annual Industrial Relations Conference, University of Minnesota, Minneapolis.

This valuable summary of various features of audio and visual aids in industrial training will be found very useful to those preparing training programs. It has been developed in brief form for easy use.

# Audio-Visual Aids in Industrial Training

By Louis W. Lerda

It is hard to consider audio and visual aids separately, so they will be dealt with here as one. Audio-visual aids represent the oldest method of imparting ideas. Regardless of the type of training, whether it be job training, apprentice, sales, orientation, or supervisory training, audio-visual aids can improve its effectiveness. The recent war demonstrated this. No longer are they regarded as a fad. Their effectiveness was proven in battle action where "know how" meant survival.

Why we should give careful consideration to the use of audio-visual aids is best described by Edgar Dale in his book, "Audio-Visual Aids in Teachings." He says:

> "We do not always remember the facts or ideas that we try hardest to memorize.
>
> "We often find ourselves recalling with remarkable vividness many rich experiences that we had never made any effort to memorize.
>
> "We do our best learning and remember longest when motivation is strong, when the learning purpose is clear, and when the use of the learning is thoughtful and meaningful."

Consider, in this connection, all the talk about the harmful effect and evil influence of comics, ganster movies, tabloids.

## Use of Audio-Visual Aids

There are three principles to remember in planning the use of audio-visual aids:

—Use them to motivate and supplement instruction.
—Choose them to fit in with the method of instruction to be used, the type of group to be instructed, and the objectives to be achieved.
—Use them properly.

Audio-visual aids should serve to:

—Formulate correct ideas
—Create interest
—Intensify impressions
—Broaden experience
—Motivate and vitalize instruction
—Save learning time

They must be good from the learner's point of view and not only from the instructor's. No matter how good an aid is, the way in which it is used determines its effectiveness. Audio-visual aids have one distinct advantage, they are just as easily understood and readily assimilated by poor readers as by good readers.

Some suggestions for using audio-visual aids:

—Cannot be a complete program in themselves.
—User must know his subject and be thoroughly familiar with all aids to be used.
—Must be introduced properly—tell them what to look for, what to expect, and the purpose or significance.
—Avoid distractions—noise, improper focus. Be ready, machine in order, extra fuses, bulbs, extension cords, etc.
—Be sure conditions are right.
—Use proper number—not too many.
—Plan sequence.
—Exact timing—smooth handling.
—Respect the human element. How will it affect individuals in the group?
—Be sure material is pertinent.
—Clearly and properly displayed.

Audio-visual aids may be:

—Rented or purchased
—Made.
  —To order by an outside agency
  —Custom built within the plant or organization.

While there are adequate sources of ready-made aids, the field of custom-built aids opens up a field limited only by the resourcefulness and ingenuity of the user. The cost will vary from a few dollars to many thousands.

## How We Use Audio-Visual Aids in Esso

Whenever possible and practical we make our own aids.

Charts—Sizes from 8½″ x 11″ to 30″ x 40″
Models—mock-ups—demonstrations
Slides
Sandpaper board
Movies
Film Strips

Opaque Projector
Audio aids
  Recorders
    Wire and Tape
    Soundscriber
  Role Playing
  Recorded Cases

## Summary

The potency of pictures

Interest increased 40%

Range of understanding increased 25%

Time for completing course reduced 25%

Retention of information for one year increased 35%

When direct, actual experience cannot be provided audio-visual aids become especially useful. The appeal of audio-visual aids to learners lies in the ir ability to:

—Create a "sense" experience
—Provide a feeling of newness and freshness of material
—Develop emotional appeal
—Combine new, past and meaningful experiences
—Give learners a feeling of personal achievement

Use of audio-visual aids can produce the following results:

—Understanding of subject matter 25% to 50% greater
—Interest in learning greater and also activity in subject
—Retention of material learned
—Speed of learning
—General appeal
—Simplifying training program by 50%
—Stimulation of discussion and participation
—Standardization of training by more than 50%
—Quality of workmanship
—Substitute for actual experience.

There should be continuous evaluation of aids. They should be retained only so long as they are effective.

Interest in local Personnel Associations is growing. The rapid growth of Houston in recent years has made necessary an organization devoted to the interests of the personnel and industrial relations workers of this Texas city. Other cities will be interested in the story of what has become one of the more active of the many local associations across the continent.

# The Industrial Personnel Association of Houston

The remarkable turnout for Personnel War Training classes and other similar programs during the early war years resulted in the development of an idea among a number who had attended these courses, as well as the informal meetings at the Y.M.C.A., that it would be a good thing to create some type of formal organization to afford a regular exchange of ideas among people working in the field of personnel in the Houston area.

The thinking of the group sponsoring such an organization was turned toward several objectives: (1) To help train and develop personnel entering the field during the wartime dearth of personnel specialists. (2) To encourage the professionalization of personnel work. (3) To provide an opportunity for the exchange of ideas on mutual problems of those engaged in personnel and supervision work. (4) To encourage the objective study of personnel problems by bringing outstanding speakers to meet with the group. (5) To promote the exchange of information organizations in the area regarding such matters as wages, working conditions, and contract provisions.

Late in 1942 definite organization plans were drawn up and Mr. L. C. English, the Personnel Director of Rheem Manufacturing Company, was elected the first president. The organization started with the original membership of 35 and has grown to its present membership which exceeds 200.

The Governing Board of the association represents a cross section of the membership. This includes: K. R. Dailey, President—Assistant Manager Employment Relations Department, Humble Oil & Refining Company; James W. O'Neal, Jr., Vice President—Assistant Personnel Manager, Hughes Tool Company; Raymond J. Daniel, Treasurer—Personnel Director, Kuhn Paint Company; Lou Russell, Secretary—Placement Director, University of Houston; Harold D. Ward, Chairman of Membership Committee—Manager of Employee Relations for the Houston Office, Humble Oil &

Refining Company; Carl A. Fuess, Chairman of Program Committee—Employment Manager, Foley Brothers; J. M. Delmar, Advisory Counselor—Industrial Relations Director, Hughes Tool Company. The membership consists of personnel executives of some 150 firms and industries in the Houston area.

## Membership

Membership in the Industrial Personnel Association of Houston is on an individual basis. The Association has three types of membership: Active, Associate, and Honorary. Active Membership can be held only by persons actively engaged in the professional or technical aspects of, or the teaching of, Personnel Administration in an industrial establishment, business concern, educational institution, or governmental unit. The work of the *Membership Committee* is carried on by three subcommittees and the entire committee meets once a month. The Subcommittee for Admissions reviews the Prospect Data Sheets and develops all necessary information regarding the prospective member. A report is then made to the Membership Committee in the monthly meeting and the committee makes a recommendation which is then submitted to the Board of Governors for approval. Upon approval by the Board the prospective member is invited to submit an application for the appropriate type of membership.

The *Subcommittee for Attendance* makes the necessary arrangements for the monthly dinner meetings. This committee also originates and carries out programs designed to stimulate attendance of members at meetings.

The *Subcommittee for Fellowship* is responsible for originating and carrying out programs designed to promote fellowship among all members at each meeting. Members of this committee see that each member receives his badge at the door and other members of the committee stimulate fellowships among the group prior to the serving of the dinner. This committee arranges for each new member to be sponsored by an old member at the first meeting and the new member is advised as to who his sponsor will be. The sponsor also contacts the new member and if necessary makes arrangements to see that he gets to the meeting.

New members are invited to the monthly breakfast meeting of the Membership Committee in the month immediately following that in which they join in order that they may become better acquainted with the members of the committee and also to give them an idea of how at least a part of the Association functions. This has been very well received by the new members. One member of the Program Committee meets each month with the Membership Committee and acts as liaison between the two committees in order that the work of both committees can be closely coordinated and made as effective as possible.

## Program

Programs include (1) Plant visits—complete tours through the respective plants are arranged after which at the dinner hour a group discussion of practical problems

of the plant relative to personnel management is led by a plant executive. (2) Addresses by Outstanding Speakers—men of prominent personnel and management reputations are chosen both from a local area and from other sections of the country. The high light of these meetings, however, is not always the addresses of these speakers but the group discussions which follow the speeches in which each member feels free to ask questions relative to his own problems. (3) Special Meeting of Groups Interested in Individual Research.

The 1950 program will revolve around an objective on "Better Human Relations" with a theme based on "How We Can Get Along Better with Our Fellow Employees." The committee plans to vary the programs with panel discussions, plant visits, outstanding speakers, and entertainment. It has also been planned to have the full support of the local newspapers to properly publicise the programs that have been scheduled.

## Interest Groups

Early in 1949 President Dailey, supported by the Board of Governors, threw out a challenge for individual growth in the Association. His slogan: "Better Human Relations by Individual Participation." Repeatedly came the appeal to the Association that in order to grow it must perform a service to the individual members, to the companies represented, and to the community. The keynote of that appeal was individual participation *beyond monthly meetings*. Out of that was born an idea, the Group Interest Plan. By returns from questionnaires sent to all members six major problems were discovered and listed as subjects for group research. The fields were: Employment and Placement, Training, Wage and Salary Administration, Merit Rating, Safety, and Labor Relations. Each member of the Association quickly allied himself with at least one group. These groups by study and research have striven to promote higher standards through discussions of trends, new methods, and current happenings relative to their problem field.

## Summary of Research Work

Through the initiative of Interest Group Sub-Committees, and under the general direction of the Research and Ethics Committee, a number of research projects were actually conducted while others have been planned and are in the stage of being completed:

1. *Code of Ethics*—Investigation has been carried out regarding the current thinking on the professional aspects of Personnel Administration, with specific emphasis directed toward developing a Code of Ethics, for our Association. This work should be completed in 1950.
2. *Survey of General Practices*—Conducted to determine the present status and application of specific programs or techniques within the organizations represented by members, such as: Job Evaluation, Merit Rating, Supervisory Training, Testing, and Employee Benefits.

3. *Sources of Tests*—Conducted survey to determine the sources of standardized psychological tests, and to obtain descriptive material, including lists and actual copies of available tests and their application. The results of this study are now being reviewed by members of the Employment and Placement Interest Group.
4. *Field Survey of Psychological Services*—Through the efforts of the Sub-Committee on Testing, individual members have visited and studied the Services offered by educational and private organizations dealing with analysis and evaluation of an individual's adjustment, including fields of interest, ability, and personality.

### Community Relations

The Industrial Personnel Association is closely integrated into the civic and professional growth of the city of Houston.

(1) *Southwest Area Conference.* Although the Southwest Area Conference has as its slogan "Everybody's Conference," the Industrial Personnel Association has always played the leading role in promoting, developing, and carrying out the program of this area project.

(2) *Texas Personnel and Management Conference in Austin.* This conference meeting in Austin calls often upon the Houston Industrial Personnel Association for officers, speakers, group discussion leaders and committee chairmen.

(3) *Scholarship Awards.* The Industrial Personnel Association has undertaken the plan to sponsor yearly a graduate student in the field of Management at the University of Houston. Continuously the organization works in close cooperation with educational institutions of this area with recruiting and training programs.

(4) *Civic Cooperation.* The members of the Industrial Personnel Association have become leaders in the Community Chest Drives and other civic projects of Houston, oftimes representing the Association.

(5) *Cooperation with Other Professional Groups.* It has been the policy of the Association to cooperate with other professional organizations such as the National Office Management Association, The Society for the Advancement of Management, and other similar groups. Often the coordinated programs have become outstanding events of the season.

Truly the Industrial Personnel Association of Houston has won its rating as one of the city's strongest organizations.

The great problem in industry is always people. This was the answer given at the last American Management Association Production Conference. The author makes some practical suggestions on how to help supervisors deal more effectively with their people.

# The Dynamics of Industrial Supervision

By Nathaniel Cantor, The University of Buffalo.

Management, on the whole, is keenly aware of the problems of better morale in industry. The rapid growth of "personnel managers" during the past ten years and the stream of books and articles and training programs reflect the serious efforts to overcome the bottleneck of industry-employee morale.

Unfortunately, few personnel managers, writers or program builders possess the background and experience required for the understanding of the problems of human relations in industry. Furthermore, apart from the understanding of the problems there is the highly technical task of developing programs to solve the problems. The confusion in the field of supervisory "training" programs is, therefore, understandable.

Two related areas must be explored:

(1) the nature of human relations in industry and

(2) the development of supervisors who will better understand what constitutes industrial morale, and, therefore, improve the quality of their supervision.

This analysis is concerned with the second area. Before considering the development of supervisors I should like to comment briefly on the first area. Obviously, there isn't much point in setting up programs for the development of supervisors in better employee morale until the nature of employee morale is understood.

A promising start has been made in discovering why men work. We now know that the traditional answer, they work to get money, is too simple. Indeed, turn the question around and inquire, "Why is it that when workers receive high wages (the war years, for example) production is not only not maintained but, often, falls? Management pays fair wages and complains about production, absenteeism, quality of product, grievances, labor troubles, and so on. Apparently the reasons for inefficient production are not merely a matter of pay.

Research, especially by the social scientists in our schools of business administration and departments of sociology, has illuminated what the demands of the workers are. We know that industrial plants are not merely factories where people produce goods. They are also communities where people associate.

## Industry is a Society

Industry is also a society. People who work together expect not only income but also status, prestige, deference. They want to feel important in their own eyes and recognized by others. They want a chance to participate in their own creative way in the job they perform. They want the opportunity to have a part in the thinking and planning of what they do. They want to see the significance and meaning of their work activity. The job must carry genuine interest for the worker for him to be psychologically effective and, hence, more efficient. We work better, with our head and heart, as well as our hands, when we are genuinely interested in what we are doing.

This appears so obvious that one wonders why it wasn't recognized earlier. Yet most leaders in management, labor, and government failed to take account of the non-money demands of employees and, for that matter, some still fail to appreciate these basic expectations of workers.

Reliable research workers in community and group studies including industrial areas, have given us much valid data from which we can draw definite conclusions about human relations in industry. Workers are not merely so many "hands" nor do they represent a number of "man hours" or "labor costs." They are human beings who bring their social and psychological expectations to work. If their demands as social beings are not met they become dissatisfied, disinterested , dispirited, bored, frustrated, ineffective and inefficient. They will sometimes seek excitement, (e.g. grievances or strikes) to break the monotony of work just as bored school children hope for a snow storm to close the school.

Continued research is necessary to learn more about workers' expectations; how they are to be met; the changes in managements' organization required to meet their demands; the added responsibilities which must be assumed by workers and management toward each other. Hundreds of problems in organization, production, planning, and labor relations remain to be stated and solved if this recent understanding of human relations is to be incorporated in our industrial life. Nevertheless, enough is now known which can be put to use. This brings us to the problem I wish to discuss; the development of supervisory skills.

## The Supervisor is the Company to the Worker

The formean or supervisor is the link between management and worker. He represents the company to the worker. He "manages" the worker. He is "the boss." The attitude of the worker toward his job and the company will depend, in large

part, on the relationship between the supervisor and the worker. If supervisors deepened their understanding of what their employees expected and needed it is likely that the supervisory employee relationship would radically change for the better. Worker morale should improve considerably.

Supervisory "training" programs try to reach several different objectives. The safety programs, meetings for quality control, or for increased production or for cutting costs seem to be emphasized. Relatively few programs are set-up to develop foremens' skills in understanding and dealing with employees. It is this last objective I wish to discuss.

How can supervisors learn about the needs of their employees? A member of the personnel staff can talk to them in a series of meetings. They can be given manuals to read. They attend the meetings or they may or may not read the neatly arranged 1, 2, 3, 4 points in the manual. "Yes, that's so," they say and return to their supervision as much inspired by the talk or their reading as is a window pane by a spring shower.

One need not turn to the clinical evidence of psychologists for support of the position that genuine learning does not take place through merely listening to talk or reading words. Who has not had the repeated, common frustration of *knowing* better and *doing* worse?

The point to be made is very easy to express and most difficult to understand. *Supervisors*, as all of us, *cannot learn about the needs of others unless and until they first learn about themselves*. How can they learn about themselves? How can they acquire insight into their own needs, tensions, demands, frustrations, and defenses? How can they learn to appreciate their own conflicts, ambivalences, and rationalizations so that they can more easily face discovering *how they use the employees as an "out" for their own psychological needs?*

To understand others one must first gain self-understanding. The supervisor must come to grips with his own dissatisfactions, his often unrecognized needs to dominate or to win approval, to be aggressive or to avoid a problem.

What educational technique is best suited for helping supervisors gain this understanding?

Supervisors must be given the chance to learn about their own motivations. No one can teach this to anyone. It must be learned by every individual in his own way and at his own tempo. They cannot be taught but they can be helped to learn. How?

## The Dynamics of Learning

Every individual is different and wants to express that difference. Each one of us, however, wants to be dependent on others and to be like them. We want to be independent but we also want to be dependent.

Anyone who carefully observes young children is struck by the spontaneous expression of their independent selves. As a result they get in the way of adults.

Their freedom of expression is blocked. Prohibitions are set up. The child wants to have his way but parents demand their way. The child's joy of spontaneous expression of his own independent needs must be weighed against his fear of losing the approval and love of those upon whom he depends. During infancy and childhood the parents are the final victors. The child submits—outwardly. Inwardly, resentment often accompanies his frustration. This breeds anxiety and hostility, which, sooner or later, will manifest itself in devious ways.

Every person faces this problem of self-expression versus repression. Most of us do not have the chance to discover that balance for ourselves. We are *forced* into a working balance by our parents, teachers, playmates, and neighbors. We submit or withdraw. We incorporate into our own personalities the demands or wishes of others, whose approval we seek and whose support we need.

This process, through the years of our development, is accompanied by resentment at the failure to express our difference and independence more often than we dare. If we dare to express our difference we must be ready to face the disapproval of others. This makes us feel guilty and fearful and hostile and we succumb to the wishes of others. We fear punishment or we seek approval. In either case we become afraid to be ourselves.

We deny that we have this resentment and hostility and fear of others. It isn't comfortable to recognize and experience our twisted thinking and feeling. We engage in behavior which, unknown to us, compensates for our felt inadequacies. In time we become so accustomed to our rationalization that we lose the ability to criticize and discipline ourselves. It becomes much easier, as adults, to express our concealed fears and hostilities by criticizing others. The handiest scapegoats are our own children—or employees. Anyone over whom we exercise authority is an excellent target for our accumulated resentments at having to repress our differences.

Parents, teachers, managers, and supervisors, anyone in authority, has the tendency to impose his will upon others. We want to dominate, in order to reassure ourselves that we amount to something, that we do exert control. Few are consciously aware that the sought-for control over others is a continuous defense against our own lack of self-responsibility and confidence in ourselves.

## A Program for Supervisory Development

Supervisors can be helped to acquire insight into their own behavior. A discussion leader, with some skill, can create a permissive atmosphere in which the fifteen or twenty participating members will gradually lose their fears of each other and the leader. The discussion leader presents the material, (which will be described) and then turns the discussion of it over to the group. He does not give answers. He guides the discussion.

Of course, there will be some confusion. There will be difference of opinion. This represents the yeast of opposition which stimulates further probing and self-questioning. The spirit of the meeting is not argumentative but analytical. The leader

does not pass judgment on what is said. He accepts whatever the speaker expresses and merely raises questions as to what others feel or whether there may be other ways of looking at the issue. He tries to communicate to the group that it is their meeting, that anything anyone says is important. In such permissive atmosphere the group participants gradually lose their fear of ridicule and of being "wrong." In time they will risk expressing their *real* feelings and sentiments and opinions. As they discover that whatever they say is accepted they'll risk more of themselves.

In a word, the individual members of the supervisory group must actively participate and become involved in their own learning. Their real feelings and attitudes must be tied in with their talk. They must mean what they say and not merely say what they mean.

The discussions must be organized to prevent them from degenerating into idle "bull sessions." An excellent means of providing materials is a slide-film or moving picture series accompanied by narrative dealing with such topics as human relations in industry, the needs of employees, the nature of employee complaints, skills in helping employer, the duties and responsibilities of foremen, industry as a social system. (Such materials are available).

The films and narratives set the stage for the meetings. The discussion which follows each meeting is the important part of the program. A good deal, therefore, depends upon the discussion leader. Generally, in every group of supervisors, will be found one or several who have a talent for leading a discussion. In large concerns the discussion leader can be selected from the personnel staff.

The key to improved employee morale lies in the daily relationships between supervisors and their employees. Unless supervisors appreciate the feelings and sentiments and needs of their fellow human-beings they cannot perform their function successfully. Supervisors cannot understand employees unless they first understand themselves. And *they cannot be told* how to understand themselves. They must experience that understanding. Any successful program for developing skilled supervisors must be built on a genuine free participation in their own growth. *Unless supervisors modify their attitudes through their own creative effort they cannot help others* to become more effective and, hence, more efficient employees.

Information concerning a film series prepared for use in programs such as that described here may be had from the author. Topics covered include the following:

Understanding yourself.
What employees want.
Employees' problems and complaints.
Skills in helping employees.
Duties and responsibilities of foremen.
Industry as a social system.
Understanding people

# Editorial Comments

## Incentive Management

"Our company has reduced costs and increased profits through application of cooperative self-interest on the part of both management and workers," Thomas P. Pike, President of Pike Drilling Company, declared this month at the regular meeting of the Personnel and Industrial Relations Association of Los Angeles. "We call our plan of operation Incentive Management with Profit Sharing and all of our employees participate in it for mutual benefits," he said.

"We define Incentive Management as a philosophy of modern business operation which grants each worker an opportunity to participate in all aspects of his job, and in the extra profits which he helps to create thereby," Mr. Pike continued, "and such profits are understood to be over and above a fair wage for his work. We of the Thomas P. Pike Drilling Company are daily demonstrating that the system pays off to all concerned . . . including the consumer.

"Our Incentive Management Plan operates through an Advisory Board made up of Management and worker representatives drawn from all levels of company activity. We meet once a month to make decisions on all phases of the company's entire operation. At these meetings financial data, profit and loss figures for the month and other 'inside information' are freely given. Even the salaries of the Management have been made common property. And to make it completely democratic, the minutes of each meeting are published in our house organ and distributed to all employees. The result has been lower costs, better operating methods and higher profits.

"But above all, the plan has paid off in the type of improved management-worker relations which, as they become general, will open up new horizons of industrial achievement under our American system of free enterprise."

From "Pira-Scope"
Los Angeles

## Monopoly Unionism

While we have been beating our brains out trying to find the cure for massive industrial relations quarrels, the remedy is available if we'd only look at it. What makes some industrial relations quarrels massive in the first place? What brings before the "fact finders" some 63 steel companies, all viewed as so many dominoes? Monopoly unionism. There lies the cause. We are beside ourselves with anxiety to find the answer, yet won't recognize it. It might pay Congress to call in Arsene Lupin.

Frank Rising,
*Memo to Management.*

# Letters to the Editor

Here is an interesting letter from a foreign reader:

Dear Mr. Hay,

After reading your Personnel Journal for a long time—beginning in 1944 as Prisoner of War in the States—I should like to tell you that I am very much impressed by the contents of the articles and of your way of telling and solving personnel problems. I nearly can not help awaiting the time the next copy of PJ is getting in my mailbox.

Some time ago I had the idea to publish in Germany a personnel journal similar to yours. But after thinking it over I decided to postpone my plan because it will be difficult to get articles that would be of general interest. I find it necessary to take over the job as a personnel manager in industry myself and I am beginning next month in a textile plant after spending many years in scientific research. I hope that I soon will get a broader point of view concerning the personnel field so that after some years of experience I shall be able to publish a journal that really will be of good quality.

In the meantime I shall study your journal very closely and should be very much obliged to you if you would help me to get some of the various pamphlets and written materials that are coming to your desk and about which you are reporting? Do you believe that some of the companies would send such copies if I would ask them?

Very sincerely yours truly
(Dr. Rolf Jebsen)

Braunschweig (20 b)
Ratsbleiche 12
British Zone of Occupation of Germany

I am sure some of our readers will be glad to send you handbooks and other printed material.

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Somebody reads Personnel Journal!

Dear Mr. Hay:

The article "Motivation for Morale" by Donald A. Laird in the November, 1949 issue of Personnel Journal is the best I have encountered on this subject written for people without technical training in psychology. I should like to have a dozen reprints of this article if possible to distribute to department heads of this company. Please let me know what arrangements might be made to purchase these reprints.

Very truly yours,
Ralph N. Brodie Co., Inc.
Oakland, Calif.
Earl D. Brodie, Secretary.

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Dear Mr. Hay:

This is just a short one to tell you that I like your "The Editor Chats With His Readers" in the Personnel Journal. In fact if I told you the plain truth, it is the thing that I read most religiously and turn to first.

Because of your comments in the June issue, page 71 on annual reports, I am sending you a copy of the New York State Department of Civil Service annual report which is a definite break from the traditional kind of report our governmental agencies have been so used to putting out. I am not attempting flattery in any way when I tell you that it is fun and profitable to read the Personnel Journal since you have taken over the editorship.

Cordially yours,
Municipal service division
Albany, N. Y.
Henry J. McFarland
Director

It is indeed a most interesting and unusual report. It is well printed and illustrated with pictures and charts.

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Editor, Personnel Journal,
Dear Sir:

Our Industrial Relations Committee of the Canadian Electrical Manufacturers Association in this country was recently discussing the question of industry wide bargaining and, during the discussion, reference was made by the writer to two articles which appeared in the September 1947 and March 1949 issues of your Journal. The September '47 issue contained an article on industry wide bargaining by R. C. Smyth and M. J. Murphy of the Industrial Relations Department of Bendix Radio Division in Baltimore, and the other on collective bargaining in bituminous coal by Waldo E. Fisher of the University of Pennsylvania. I would like to prepare a few mimeographed copies of each one of these articles for distribution to the members of our Committee and I am writing you at this time to seek your permission so to do.

I find my library of past issues of Personnel Journal of real value time and again when various aspects of Industrial Relations are being considered. This, however, is the first occasion where I feel that it would be desirable to make copies of an article for distribution to those involved in the discussion.

I trust my request contained in the foregoing paragraphs may be granted and I will await your advice in this regard.

Yours very truly,
ROGERS MAJESTIC LIMITED,
Leaside, Toronto, Ontario,
F. K. Richan,
Manager, Industrial Relations.

It is always a pleasure to give permission to reprint articles that have appeared in PERSONNEL JOURNAL. Ed.

# Personnel Research

*Performance on the File-Remmers Test, How Supervise? Before and After a Course in Psychology.* By Harry W. Karn, Carnegie Institute of Technology. *Journal of Applied Psychology*, December, 1949, 33, 534–539.

This test was devised to measure the knowledge and attitudes necessary for supervisory success, and was described in *Journal of Applied Psychology* for 1945, pages 323–337. In a subsequent article in the same magazine another investigator reports little predictive value of the test for success in supervision in an aircraft factory. The question has arisen whether this latter group was representative of supervision in industry generally. The present study reports the results of giving How Supervise? to two groups of students at the Carnegie Institute of Technology. Each group was tested before taking a course; one then studying English literature and the other general psychology. After completing the courses both groups were then given a second form of the test How Supervise? The question was: is there a statistically different increase in scores on the test between the two groups of students? The inference was that there should be such a difference in favor of the students taking the course in psychology, which dealt with the application of psychological principles to human relations problems, particularly those likely to be encountered in industry. In the case of the first test given, the psychology students scored insignificantly higher than the English students. Their scores on the re-test, given after the completion of their courses, showed a very substantial increase in score whereas the English students average re-test score was practically the same as the average of the first test. The conclusion is reached by the author of this study that the test How Supervise? is indeed measuring those skills having to do with an understanding of the principles of successful management of human relationships. The author points out that "High scores on a test of this type are no guarantee that the individuals making such scores will be good supervisors. There must be additional evidence that individuals making such scores will put into practice the knowledge they possess. The argument for the use of the test is still good, however, for obviously individuals cannot put into practice knowledge that they do not have." There still remains the problem of how to transmit to supervisors the necessary *skill* in dealing with problems of human relations, as distinct from the *knowledge* about such problems.

*Journal of Applied Psychology.* Bi-monthly, $6.00 a year; single copies $1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# The Editor Chats With His Readers

## Social Science Research

There is more need today than ever before to know why it is that man does the peculiar things which occupy his attention and energies from birth to death. This is becoming especially important for industry, where human behavior and customs among working adults is an essential field of study. I am moved to comment on the field of social science at this time because of a review of what is going on in Great Britain today in this field, written by my neighbor Roy F. Nichols. Dr. Nichols is Professor of History at the University of Pennsylvania, and has recently completed a year as visiting Professor of American History and Institutions at Cambridge University in England. Problems of war and post-war industry, and the great social and technological changes which have taken place as a result of the advancing participation of the state in everyday affairs, have brought about a rapid increase in the need for knowledge in the fields of social science, history, psychology, anthropology, economics and of the statistical procedures which are essential tools of research in all of these fields. Dr. Nichols' report appears in "Items," the monthly publication of the Social Science Research Council, 230 Park Avenue, New York 17, N. Y. The work and the publications of the Council ought to be more widely known. Its Board is comprised of able workers in all of the social sciences, though they are not necessarily famous names. Personnel workers of all kinds need to have more of the increasing body of knowledge in the fields of the social sciences.

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## Every Supervisor is a Personnel Man

Every person who is responsible for the direction of people is a personnel man, whether he knows it or not. There are many points of view regarding the proper function of the personnel worker but it is becoming increasingly recognized that his most important function is to help the line supervisors; provide essential information on many subjects, give direct help on specialized problems and conduct a variety of service activities. This calls for wide experience and knowledge and requires unusual awareness of other peoples needs and problems and lots of skill in dealing with people. When a personnel man helps to set up a supervisor's training program he must be sure that it is going to accomplish something. If supervisors go through the program but don't do anything about it then the program has been a failure. An article in December Personnel Journal dealt with this point. It was called "Training Which Modified Foremen's Behavior" and was by Wesley Osterberg and described an actual program carried on at a mid-western oil company. More and more the importance of knowing what your training program has accomplished is being recognized. A story of how one company found out about the effect of its training program was told in Personnel Journal for October, 1948, in "Know Your Labor Contract," by Robert C. Rogers. This company was embarrassed to find out that management participants could answer correctly only two-thirds of the questions.

A still greater surprise was to learn that the union stewards—who did not even take the course—answered correctly more questions on the average than did the management participants. So, while it is becoming increasingly necessary for the personnel man to be skilful and to *prove* that his programs are getting results, it is also becoming clearer that his main job is to help the line supervisor become a better personnel man.

## Evaluating the Employee Publication

This is the subject matter of the November issue of "Quotes Ending," which describes itself as "An Information Letter to Management on Employer-Employee Publications." It is the organ of the American Association of Industrial Editors and is published by Robert D. Breth at 1728 Cherry Street, Phila. 3, subscription price $10.00 a year. Mr. Breth begins by stating that the major purpose of any employee publication is: "To help improve the employer-employee relationship and to help develop a cooperative understanding of the economic and political facts of life. To obtain these objectives the employee publication must entertain, educate and inform." He then goes on to tell how entertainment, education and information may be supplied and deals briefly with other aspects of evaluating the employee publication. In this issue of "Quotes Ending" is the report of the top awards of the 1949 by Freedoms Foundation Inc. held at Valley Forge, Penna. November 21st. First award in the employee publications division went to Arthur J. Beiler, Editor of "Wireco Life," American Steel and Wire Company. Second prize went to John A. Jones, Editor "The Bulletin," Weirton Steel Company.

## "A Good Union"

The New York Times for Friday December 9th carried a two-column full page length advertisement with the above heading signed by Paul P. Milling, President, Local No. 9, John Wanamaker Chapter, Retail Clerks International Association, AFL., New York City.

The advertisement begins with another heading "May We" which suggests that the public should do its shopping "in that grand old store with one of the finest names in retailing—John Wanamaker." After listing the locations of the store buildings the message continues "This ad is just another example of our labor-management teamwork and is paid for entirely by our Union." Under the further heading "A Good Union (like hundreds of others)", the advertisement does on to say—

1. Never had a strike (although we firmly believe in strikes after all peaceful methods fail).
2. Never had mediation.
3. Never had arbitration.
4. All contracts and agreements are set up through peaceful collective bargaining.

5. Never had an assessment.
6. Never dismissed a person from the union.
7. Only unionized department store in the country to enjoy quintuple protection (Blue Cross, etc.).
8. Pleasant cordial relations with management.
9. Anti-communist example.

If this is what a good union does let's have more good unions!

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### Industrial Films

One of the most elaborate and up-to-date lists of Industrial Films has just been issued by the National Metal Trades Association at 122 South Michigan Avenue, Chicago 3, Illinois. It is available there at $2.00 per copy. This important list covers 1400 motion picture and slide-film training aids and was prepared under the Association's Committee of Industrial Education headed by C. A. Edgar of the Otis Elevator Company.

Each film is described as to content, running time, and where it may be obtained. Films are grouped according to subjects but a complete title index is also provided. Aside from its great value in industrial training this bibliography makes fascinating casual reading. It makes you want to sit right down and see half of the films listed.

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### Useful Citizens

"Scratch a Russian and you will find a Tartar" goes an old saying. Scratch a personnel man or woman and you will find one of the most useful and public spirited citizens in the community. The Atomic Energy Commission found that it had man-power problems, so what could be more natural than to turn to personnel people for help. Accordingly the President appointed an advisory committee of successful personnel people, who give it their counsel and guidance on some of the manpower problems which face the Commission. The Committee consists of Arthur S. Flemming, Chairman, Thomas G. Spates, Alvin E. Dodd, Wallace Sayre, L. Clayton Hill and Laurence A. Appley. All of these are names well-known to personnnel and industrial relations workers.

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### Personnnel Association Publications

Two personnel association publications which come to hand regularly are "Periscope", the newsletter issued for the *Personnel and Industrial Relations Association of Los Angeles*, and "Personnel Panorama" a publication of *Pacific Northwest Personnel Management Association.* The latter Association has five chapters; in Seattle, Portland, Vancouver, Spokane and Victoria. If other personnel associations issue regular personnel publications PERSONNEL JOURNAL would be pleased to be placed on the mailing list.

# Across The Editor's Desk

"What Do you Think About Your Company" is the title of a 16-page illustrated booklet reporting the results of an employee opinion poll conducted last summer among the 2500 of the plant and office employees of *Pitney-Bowes, Inc.*, postage meter makers. Questions were grouped under the headings of Profits, Opportunity, Security, Working Conditions, Management, Information and Job Satisfaction. At the end of each group of questions a brief "management comment" summarized the findings, gave additional information and explained policy. The story of the opinion poll together with the questions and tabulations of the answers are reported. Walter H. Wheeler, Jr., President of Pitney-Bowes, said in his introduction "we wanted this poll to serve two purposes: first, to tell us whether we are on the right track in our general personnel policies and practices; and second, to show up any soft spots-weaknesses to be corrected, misunderstandings to be cleared up, things overlooked and needing attention." He then assured employees that the results would be carefully studied by management and corrective action taken wherever possible. A preface was written by Personnel Manager, Joseph O. Morrow who told how the poll was taken and how secrecy was assured. He reported 88% employee participation with a poll taken on Company time. The poll itself was conducted and results were tabulated by outside authorities under the direction of Dr. J. E. Walters, Professor of Industrial Relations at Amos Tuck School of Business Administration, Dartmouth College, Hanover, New Hampshire. Among the franker employee comments were "I could use some more money"; "How the Hell they keep going with the overhead is a mystery"; "My Boss says you have to wait until someone drops dead."

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The *CIO News*, the weekly publication from headquarters for CIO, for December 5th contains a half page article under the heading "You'd Pay Only Once Under Brannan Plan." This is a highly partisan explanation of the advantage of the Brannan Plan over the present farm support price program. It is an interesting example of the modern mixture of economics, politics and unionism.

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Organizations which may be troubled by the effects of wide-spread gambling will be interested in a pamphlet "Gambling in a Nutshell." This is a 48-page leaflet with text and cartoons published by Louisville Council of Churches, 210 YMCA Bldg. Louisville, Ky. and is available at 20¢ each, or 10¢ in quantities of ten or more.

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"Pension Plans" is the title of an additional chapter of "Collective Bargaining Provisions" being published serially in mimeographed form by the *Bureau of Labor Statistics*, U. S. Department of Labor. This chapter on Pension Plans is 140 mimeographed pages and deals with specimen plans, typical rules for eligibility and other features.

A four-page printed leaflet has been issued by the Industrial Relations Section, *California Institute of Technology* listing about 30 references to publications on Industrial Relations. It is available from the Institute at Pasadena 4, Calif. without charge.

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The most recent report issued by the *Metropolitan Life Insurance Company* Policyholders Service Bureau is entitled "Community Relations: Getting Acquainted with the Community." This is 43 pages illustrated, printed by offset. It deals with the philosophy and objectives of a community relations program, the organization of such a program, learning what the community thinks, getting acquainted with the community and opening the plant to the community. On page 43 is a list of the fifty industrial companies which cooperated in this study. The Metropolitan Insurance Life Company is located at 1 Madison Avenue, New York 10, N. Y.

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The magazine "Stet" is one which all industrial editors should see. It is described by its publishers, *The Champion Paper and Fiber Company*, Hamilton, Ohio, as "the house magazine for house magazine editors." The October issue carrries an article "Ways to Promotion" giving suggestions to Editors for making their publications more valuable to their employers. It is by Merrick Jackson of the public relations firm of Hill and Knowlton. The November issue has an article, "Face The New Frontier" telling how Company publications can help in spreading knowledge of the American way of life to other countries. It is taken from an address by Bartow H. Underhill of the U. S. Dept. of State.

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*The National Metal Trades Association* has just issued "Manual of Practical Employer-Employee Communications." It was prepared under the direction of the Committee on Employer-Employee Communications made up of several members from various industrial companies under the chairmanship of Walter S. Roach of the Flexible Company, Loudenville, Ohio. The booklet is 27 pages printed by offset and lists the various channels of employer-employee communications with a brief discussion of each. It is available from the Association at $1.50 each at 122 South Michigan Avenue, Chicago 3, Illinois.

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Industrial Training Abstracts for Fall 1949 has been issued containing abstracts of varying length from 57 articles and other publications on training subjects. This issue is 40 pages in printed booklet form available from the *Wayne University Press*, Detroit, Michigan at 75¢ per copy.

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One of the most interesting statements about the recent steel strike is a radio address by Edward L. Ryerson, Chairman *Inland Steel Company*, Chicago, and reissued under the title "Facts About The Steel Strike." The talk was broadcast over the American Broadcasting network and is reproduced in 8½ printed pages.

In concluding his brief discussion Mr. Ryerson reaches the conclusion that "this was not a strike to secure a pension and insurance plan for steelworkers." He reaches this conclusion after dealing with some of the facts in the situation, as he sees them.

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The magazine "Trusts and Estates" for the month of April 1949 carries an article by John P. Adams, Personnel Officer, *Girard Trust Company*, Philadelphia, under the title "Job Evaluation Committee." In a table Mr. Adams shows that slightly less than 2% was the average error of the nine committee members in rating 91 jobs during the year 1948, this error being measured by the number of ratings which disagreed with the final ratings by 2 steps or more on the rating scales. This remarkable accuracy has been achieved after five years of operation of a plan of job evaluation for the 800 employees of the Girard Trust Company.

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A very interesting summary under the title "Industrial Relations Fundamentals" was carried in *Factory Management and Maintenance* magazine for November 1949. This two-page summary begins with a statement of the purpose of industrial relations followed by an outline of the organization of the function. Nine divisions of the topic conclude with a summary. This interesting analysis was prepared by Bruno A. Moski, Plant Manager, The American Paper Goods Company, Kensington, Connecticut.

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*The Rochester Institute of Technology* has just held its second annual guidance clinic conducted by the Rochester Counseling Center. This Guidance Clinic was designed for young people who wish help in deciding on a career. Participants pay a fee of $20. in the course of which they are given a preliminary interview and then a series of tests of various kinds concluding with a profile of the test results and a counseling interview.

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"Living Costs and Wages" is the title of an address given last October before the *California Personnel Management Association* and the Personnel Section of the Western Management Association by Emily H. Huntington who is chairman of the Heller Committee for Research and Social Economics at the University of California. Her address dealt with the things which go into the cost of living of the industrial worker and the relation of these things to wages. Copies of this address are available at $1.00 each from the California Personnel Management Association, 870 Market Street, San Francisco 2, Calif.

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All personnel workers are interested in things that will help them to do their jobs better. "More results at less cost in personnel administration" is the title of an address made before the October session of the *California Personnel Management Association* by Guy B. Arthur, Jr. President of Management Evaluation Services Inc. of

Toccoa, Georgia. Mr. Arthur reviews the fundamentals of personnel management and shows where many employers have fallen short and tells why unions have been successful in many of their aims. There is proof, Arthur says, that workers want more than money from their jobs and it is in this that many employers have short-changed themselves in their relations with their own workers. Mr. Arthur goes on to say "the basic job of personnel administration is consultative. Personnel executives should be designing policies for management approval. They should be evaluating policies, reviewing current practices and making recommendations for improvements toward the end of more results and lower operating costs." The ultimate burden of personnel administration belongs on the line organization, according to Arthur, and he shows why and how it is done in many successful companies today. Copies of the address may be obtained for $1.00 from the California Personnel Management Association, 870 Market Street, San Francisco 2, Calif.

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The November issue of the Library Accessions Bulletin issued by the *Massachusetts Institute of Technology*, Industrial Relations Library, has just come to hand. This is in reality a bibliography of current articles in the various fields relating to personnel management and industrial relations. It is 16 mimeographed pages containing over 150 references to articles and publications collected under such headings as Collective Bargaining, Employee Rating, Employee Selection and Placement, Grievances, Industrial Psychology and Human Relations, Job Evaluation, and numerous other headings. I consider this the best and most complete bibliography published regularly covering the field of personnel and industrial relations. The Massachusetts Institute of Technology is at Cambridge 39, Mass.

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One of the most unusual conferences is the Sixth Annual *Institute of Industrial Editors* to be held in Chicago at Northwestern University, February 15, 16 and 17. This is a brand new idea and consists of a three-day working session in conjunction with the Medill School of Journalism, Northwestern University. This three-day program devotes a full day each to (1) editorial problems and make-up, (2) printing and engraving problems and production, and (3) photography and photo layouts. It is planned so as to encourage maximum individual participation and to get away entirely from the old style lecture sessions. Information about the Conferences is available from George Johnsen, Editor "The Microphone", Western Electric Company, Hawthorne Station, Chicago 23, Ill.

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*The Industrial Relations Section* of Princeton University has issued a 4 page leaflet containing references to publications on the general subject of "Contributory vs. Non-contributory Pensions." About 30 titles are listed. Copies of this printed leaflet may be obtained from the Section at Princeton, New Jersey at 15¢ each.

# Book Reviews

THE POWER OF PEOPLE. By Charles P. McCormick. New York: Harper & Brothers, 1949. 131 pp. $2.00

"This book," says the author, "is written as a challenge to young businessmen, and to young Americans." The book, in fact, offers a method to combat communism by providing both economic and emotional security within the framework of democracy. Mr. McCormick, who created Multiple Management in his plant seventeen years ago, explains in detail how the plan works, showing that all groups of our society can share more equitably in the profits of production and also enjoy the *necessary* feeling of belonging to the system of free enterprise. The book is inspiring and offers new hope to those who fear that democracy is doomed.

F. C. Smith

APPLIED EXPERIMENTAL PSYCHOLOGY. By A. Chapanis, W. R. Garner, and C. T. Morgan. New York: John Wiley & Sons, Inc., 1949. 434 pp. $4.50

At long last, here is a book in the field of "engineering psychology" which takes into account *both* the machine and the limitations of man. The authors present critical studies on the interrelations between men and machines. Many industrial and engineering problems, such as the appraisal of new equipment design, optional methods of work, design of instruments and job design are discussed. The studies range from relatively simple machine units, such as a single dial reading experiment, to complex integrated systems, such as radar systems involving men working in a team.

After a clear cut definition of purpose and other introductory material, followed by a two-chapter review of relevant statistical procedures, the remaining eleven chapters may be grouped into four subjects: vision problems, audition and speech problems, problems of movement and design of controls, and work fatigue studies. Each subject is introduced with a brief chapter reviewing related theory. The chapter on "How to See" includes a brief treatment of colorimetry, photometry, visibility, visual acuity, eye movements and optical illusions. The chapter on "How We Hear" touches on the physical and psychological aspects of sound. "How We Make Movements" includes static and kinesthetic body reactions. The chapter on "Arrangement of Work" includes the principles of position and the principle of work areas.

Most of the experiments described in the body of the book are from military research. Many are related to problems of airplane cockpit design. The work of the Princeton, Tufts and Wright Field groups on instrument dial legibility and visual displays are particularly well documented. The audition and speech experiments present much new material in a fascinating field.

From the numerous studies on movements and controls the authors have chosen some good examples. The studies concerning body position and work arrangement include experiments in atmospheric effects, oxygen deficiency, air pressure, effect of motion, noise, light and color.

Although there are very few industrial experiments cited this book does point the way to good industrial research, taking into consideration the problems of machine design. The authors state that they intentionally left out any discussion of the selection and evaluation of men. This necessitates the parallel use of a good book on manpower selection methods to complement this presentation. This is a little unfortunate because, in order to get a whole picture of the field, the interrelationship between men and machines must be presented. This means selection and evaluation of men along with "engineering psychology" of the machines that can only be operated by men.

Milton L. Rock
Edward N. Hay & Associates, Inc.
Philadelphia

WORKING WITH PEOPLE. By Auren Uris and Betty Shapin; the Macmillan Co., 1949. 311 pp. $3.00.

You will not find any better book for the first-line supervisor. And I recommend getting many brass hats to read it by giving them a copy and asking their advice about using it with the foremen. The book takes up the usual topics of supervisory training, and handles them in a way as up-to-date as this issue of the *Personnel Journal*. Current recommendations from work in group dynamics and democratic leadership are covered—though not mentioned by name. All technical phrases are avoided, except those from the shop with which supervisors are familiar.

The material is presented in story form. The book has a cast of characters. The central character (not always the hero!) is the foreman who has his problems. When he is stumped he sometimes goes to the personnel director for help, sometimes to the retired old-timer for whom he has hero-worship. This makes it interesting reading, as do easy one- and two-syllable words. And the advice from the old-timer and from personnel is neatly summarized in numerous "how to" lists. My only criticism is that these lists could have been put in larger type for visual ease.

The only thing missing to give reader interest to supervisors is a love note. The hero might have won the owner's daughter. But it will be an extremely helpful book without this Hollywood slant.

Donald A. Laird
"Homewood"
Lebanon, Indiana

PARTNERS IN PRODUCTION. By the Labor Committee of the Twentiety Century Fund. New York: Twentieth Century Fund. 149 pp. $1.50.

How the prices of most things are arrived at is neatly explained in college textbooks, but not so with wages and the terms of employment which make up the price of labor. The proposition that "labor gets what it produces" explains little or

nothing in our complex industrial economy. Nobody knows what labor produces and no one knows what is a "fair share."

So the wage question has largely become a power-battle, with its procession of slow-downs and speed-ups, demands, strikes, picket lines, and laws based on force instead of compromise. The solution, if there is one, seems to lie in some formula of common interest between worker and employer. Hence this little Twentieth Century Fund "report," which seeks "to formulate a new philosophy of labor-management relations on which both labor and management could agree," is an important document.

This is no easy undertaking, for the mind of labor is shot through with paradoxes, conflicts and dissatisfactions which almost defy analysis, not to speak of solutions. The typical American worker is a convinced believer in free enterprise and democracy, yet he gives high loyalty to a union which may be far from democratic. It is fair to say that he likes to work and produce at full tilt—contracts a neurosis when he does less than his best—yet he deliberately slows down, welcomes a "feather-bed," and ostracizes his fellow worker who does not join him. He wants to take pride in the company he works for, but half the time he thinks the big boss is lying to him. Above everything, he resents being the principal risk-bearer of the enterprise system to which he gives puzzled and qualified loyalty.

On the other hand, the attitudes of management are simplicity itself in comparison. A manager wants his company to succeed, he regards profits as the gauge of success, and he does not want interference from labor in running the business. He may recognize labor's deep-seated desires for security, dignity and worthwhile work, but usually he has no clear idea of how to satisfy them.

The authors of the report are optimistic about finding a solution. Some points of difference between workers and employers represent friction but no real conflict. Others can yield to reasonable cooperation. At still other points there is real conflict, but not beyond the range of possible compromise. If this were all there is to it, solutions would probably have been found long ago. The report sensibly recognizes that this is not all. The difficulty reaches deep into the dim realm of emotions, human drives, unformulated aspirations. A way must be found to "tap the willingness of men to work together," and to "light the enthusiasm of the average worker for production."

The Committee which prepared the report makes two specific recommendations which they consider important enough to put into italics, viz:

> "That in all plants in which there is union representation management and organized labor assume responsibility for the integration of the union into the plant organization as an effective channel of two-way communication from managers to workers and from workers to managers."
>
> "That the leaders of American industry and labor now jointly direct their attention, through the processes of intelligent self-government, to an agreed statement of economic principles which will afford a basis for a constructive advance in understanding the wage-price-profit relationship in a democratic system of competitive private enterprise."

The prescription is as vague as democratic prescriptions usually are. Few people, except Communists and other authoritarians, have a sure-fire, chapter-and-verse formula. Our times need many kinds of outright re-birth, and a labor relations re-birth is one of them.

Forrest H. Kirkpatrick

MANAGEMENT MEN AND THEIR METHODS. Edited by Luis J. A. Villalon, New York. Funk and Wagnalls Co. 1949. pp. 270. $3.00.

*Management Men and Their Methods*, subtitled "33 case studies in Executive Techniques," is based on a series of post-war articles which originally appeared in *Modern Industry*—"usually in a somewhat different form." The rewriting and publication of these articles in book form is largely the work of the Modern Industry editorial staff.

As the title implies, this book is made up of a series of case studies especially selected to illustrate the characteristics, behavior and methods of 33 successful executives. "The men and the companies chosen for study were those successful in overcoming business problems that are of broad significance and that are currently being faced by other managements."

A wide variety of problems (including executive development, organization planning, merchandising, personnel management, methods study, materials handling and many others) are touched upon in the 28 chapters of the text. In each instance emphasis has been placed on the general philosophy, policies and methods of the executive faced with the problem. This emphasis, plus the sometimes superfluous biographical and character sketches and editorial comments, has seriously limited the space which might have been devoted to a complete discussion of the problem and the details of policy, method and technique.

Despite these limitations, the editors have been successful in presenting the reader with (1) a fairly complete picture of what it takes to be a successful executive in the modern business enterprise, (2) the fundamentals of certain management policies and methods, and (3) many valuable hints on practical approaches to the solution of specific problems which might face any company at some time.

However, since no attempt was made by the authors to summarize or generalize the findings from these case studies, it remains a problem for the reader to isolate those common denominators of executive ability and scientific management which are of primary importance in the success of the business.

*Management Men and Their Methods* is a valuable contribution to the literature on modern scientific management. It will be of interest to present executives and students of management alike. If it does nothing more than illustrate the value of the case method study and to stimulate more publications of the same type it will have accomplished its purpose.

R. C. Rogers
Richardson, Bellows, Henry & Co.
New York

## SITUATIONS WANTED

INDUSTRIAL RELATIONS ASSISTANT: Graduate chemical engineer with 5 years experience in Research and Development work and job analysis with major oil refinery. Seeks position in manpower analysis, job evaluation, organization and methods work in oil refinery or related process industry. Age 26, single, free to travel. Box 82, Pers. Jour.

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PERSONNEL DIRECTOR: Now employed, wants job with company interested in building sound employee and community relations on a realistic basis. Experienced in labor relations and personnel administration. Cost conscious. Excellent health. Go anywhere. Detailed work experience furnished if requested on your letterhead. Minimum salary $10,000. Box 83, Pers. Jour.

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PERSONNEL—INDUSTRIAL RELATIONS DIRECTOR: Interested in multi-plant operations. 7 years experience in all phases of personnel work. Experience includes labor-relations, analysis and operation of insurance and annuity programs. B. S. degree Mechanical Engineering. Sales engineering background. Location secondary. Box 85, Pers. Jour.

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BANK OPERATING MAN: 27 years experience in practically all phases of banking in large bank employing over 2000 persons. Desires position in smaller bank as operating officer. Present salary $4900. Age 42 years. Will go anywhere. Box 86, Pers. Jour.

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PERSONNEL MANAGER: Now employed, wants job with company interested in building sound employee relation. Experienced in labor relations, job evaluation time study and training. Excellent health. 36 years old. Go anywhere. Box 88, Pers. Jour.

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PERSONNEL WORK: Recent honor graduate with B.S. Degree in Business Administration desires beginning position in personnel field. Long-Range Opportunity more important than initial salary. Age 25. Illinois Resident. Willing to settle elsewhere. Complete personal data on request. Box 89, Pers. Jour.

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INDUSTRIAL RELATIONS DIRECTOR: Now employed assistant multiplant company. Desire smaller firm N. Y. C. metropolitan area. Desire firm seeking sound, realistic employee relations. Experienced: Collective bargaining locally, areawise and industrywise: supervisory training; personnel; safety; grievance and arbitration procedures, thoroughly familiar with basic CIO and AFL Pension and welfare plans. A.B. and LL.B. degrees. Member N. Y. bar. Salary open. Available March 15th. Box 90.

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PERSONNEL ASSISTANT: 4 years administrative and supervisory experience with personnel duties in job analysis, evaluation, selection and training. Have assisted in compilation of national wage survey data. B.S. degree; M.A. nearly completed. Experience primarily in clerical field, but also anxious to secure industrial experience. Will relocate. Age 27. Box 91.

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PERSONNEL DIRECTOR: Wants position with company interested in building sound community relations. Trained in operation of Polygraph (Lie-Detector), now widely used in personnel consultation. At present Police executive in large mid-western city. Nine years previous experience in industrial plant. Trained in identification, investigation, safety public relations, records, photography, personnel training, law. Age 34, married. Excellent references, Box 92.

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MEN FOR MANAGEMENT—THE NATIONAL JOB CLEARINGHOUSE selects the best by modern testing and screening methods. Productive employees mean profits. Employers use this national personnel service to find them. Write: Poughkeepsie, N. Y.

## HELP WANTED

INDUSTRIAL PSYCHOLOGISTS. Immediate part-time assignments in Atlanta, Boston, Cleveland, Dallas, Detroit, Houston, Indianapolis, Jacksonville, Knoxville, Los Angeles, Memphis, New Haven, New York, Oklahoma City, Pittsburgh, San Francisco, Schenectady, Seattle and St. Louis. Pre-employment testing. Hours can be arranged so as not to interfere with other work. Remuneration on liberal hourly or per diem basis. Write at once to Charles E. Hill & Associates, Law Building, Richmond, Va. Box 87.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line 10% discount for two insertions, 20% off for three insertions or more.

# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, Edward N. Hay. Secretary, D. D. Hay

*Volume 28* *Number 10*

## *Contents for March, 1950*



Edward N. Hay, *Editor*

D. M. Drain, *Circulation Manager*

# Conference Calendar

MARCH

16–18 Chicago. Palmer House
American Society of Training Directors. Annual Convention. A. F. Steffen, Swift & Co., 4115 S. Packers Ave., Chicago, Ill.

16–17 Syracuse, New York
American Association of Industrial Editors. Annual Convention. Ellwood H. Witt, The Ohio Rubber Company, Willoughby, Ohio

23 New York. The Waldorf-Astoria.
National Industrial Conference Board. General Session.

28–31 New York. Hotel Statler
Greater New York Safety Council. Annual Safety Convention and Exposition. Wm. J. Farley, 60 E. 42nd St., New York 17, N. Y.

30–31 Houston, Texas.
Civil Service Assembly. Southern Regional Conference.

APRIL

25–29 Chicago. Hotel Sherman
American Association of Industrial Nurses
Miss Hazel Beck, R.N., 540 Michigan Ave., Chicago, Ill.

22–29 Chicago. Hotel Sherman
American Association Industrial Physicians & Surgeons
American Conf. Governmental Industrial Hygienists
American Industrial Hygiene Association
American Association Industrial Dentists

27–28 Montreal, Canada. Mt. Royal Hotel.
Canadian Industrial Trainers' Association. Annual Convention. J. G. Atkinson, care Canadian Industries Ltd., P. O. Box 10, Montreal, Quebec.

28–29 Houston, Texas
Southwest Area Conference on Industrial Relations. P.O. Box 139, Houston 1, Texas

"What Makes Sammy Run?" was the colorful and descriptive title of a once-popular novel. "What will make union members cooperate with management?" is the leading question in many a plant today. Here is an exciting answer told with great skill by a successful industrial relations director.

# Union Cooperation at Apex Electrical

By Wade E. Shurtleff, Director of Personnel and Industrial Relations, Willys-Overland Motors, Inc.

"If we agree to having an incentive system in place of day work, then we want our union to have the right to appoint the time-study men."

Suppose the union were to suggest such a plan at your plant?

Well, that is just what District 54 of the International Association of Machinists proposed seven years ago, to the Apex Electrical Manufacturing Company of Cleveland, one of the world's largest manufacturers of washing machines and other electrical home appliances. And management agreed!

Today Apex's wiry, peppery president, C. G. Frantz, chief executive officer since the company was founded 37 years ago, and union spokesmen vie with one another only in their eagerness to tell how well the union and the company get along together.

### Relations Once Poor

Clevelanders can tell you that labor relations at the Apex plant once left much to be desired. In 1941 the IAM climaxed a bitter dispute by striking the plant. "Our most simple grievances have been evaded and disregarded," Matthew DeMore, president of IAM's District 54, angrily told the press. Nor did management have any kind words for the union. After seven weeks the men went back, but employee relations continued to grow worse, and by 1943 productive efficiency had hit an all-time low. It was then that management decided to take stock of its relations with its workers.

From here on out, Frantz told union officials, labor and management would have to cooperate with one another and stop worrying about what might happen

to their "prerogatives" in the process. The alternative was eventual bankruptcy for the company and loss of jobs for its employees. As a starter, management offered the union a look at the company's books; an offer politely declined by union spokesmen who needed no proof of the company's plight. "Then," the union was told, "you people tell us what can be done to step-up production, earnings, and profits." That was in August, 1943.

In October the union came back with an answer: a solution which they very much doubted would be accepted by a management of whose over-night conversion to all-out cooperation they were still suspicious. The union would nominate ten of their hourly-paid production members who, at company expense, would be trained in time-study procedures. There were to be no company time-study men! Before becoming effective the rates the union time-study men established would first be approved by the head of the company's standards department, the foreman in charge of the particular operation, a special union representative, and the union member who was going to do the job. The company accepted the proposal and the union's nominees went to school.

### Story Not Publicized During War

During the war years Apex's story received scant attention in a town grown accustomed to the antics of Bill Jack of Jack & Heintz, Inc. Many businessmen who heard of it, dismissed it as a wartime scheme to get around wage relations: a give-away plan that would disappear with VJ day.

Commenting on the plan, the *Cleveland Press*, a Scripps-Howard newspaper, stated that the idea of having the union time its own jobs is "as unorthodox as if, in law enforcement, a policeman should invite his prisoner to hold his gun." The *New York Tribune* commented that "some of the practices in the Apex plant cause head-scratching among employers concerned with safeguarding management's right to manage." But Mr. Frantz saw nothing unusual or unorthodox in his incentive plan seven years ago, nor does he today.

"A common question asked me," says "C. G.," as he is affectionately known to Apex employees, "is why management should give the union control of production through the use of union time-study men when that is a function of management? Our answer is that it is psychologically beneficial to place responsibility on the operating people whose fairness and pride of accomplishment are thus challenged. Another factor is that they must eventually accept the schedules before they become entirely workable. Therefore why defer the problem?"

Other phases of Apex's employee relations are equally interesting.

### Employees Receive Weekly Letters

For the past six years every employee has received a weekly one-page letter, personally prepared by the president and over his signature, in which he sets down his thinking and knowledge of the current situation as it affects the company. The weekly letters are folksy, homely messages which do not "talk down" to the em-

ployees, but respect their intelligence. Information is shared in such a manner that employees recognize it as affecting them personally. No information is too sacred or mystical—profits, losses, new orders, cancellations, expansions, cut-backs, criticisms of stockholders, and even news about his family, all appear in the president's letter.

"I give them the information I would like to have if I were a sweeper, a machinist or a trucker; in simple, straight language—no propaganda, just information—bad news as well as good news," Frantz will tell you.

An early letter stated:

"This sharing of information with you is an obligation we owe you for your investment in Apex. Many of you have invested 10, 15 and even 25 years of your life in this plant. I believe information about our business is just as essential to you who invest years as stockholders who invest dollars.

In answer to whether or not he divulges confidential information to his employees, Frantz recently told a gathering of personnel men:

"We do not have any such thing as confidential information. We take the attitude that the employees are a part of its business and that they have as much right to so-called confidential information, because it is pertinent to the business, as any of the officers. In fact, we invite questions and inquiry about what is usually considered confidential in the average company.

"I don't understand how you can be frank and over-board with your employees, while holding a certain restricted area 'confidential' by saying, 'Now, this you cannot find out about or even talk about.' I do not believe that forms the basis for confidence."

## Company-Union Employment Bureau

As might be expected, many of Apex's policies are not endorsed by other managements. Over a period of months, beginning in the summer of 1948, Frantz in his employee letters forecast a downward trend in the home appliance industry. In the latter part of the year a sharp drop in orders, coupled with a heavy inventory, made it necessary to start laying off Apex employees: starting in December and ending up after the New Year with over 700 of its 1050 production employees laid off. Pending layoffs are, naturally, bad for Christmas business. But many businessmen were particularly irked by the fact that Apex in December was forewarning employees of a still deeper cut. Management was not satisfied with merely warning employees of the layoff. The union was given advance notice of the lay-offs, and arrangements were made for the setting up of a joint union-company employment bureau to find suitable employment elsewhere in industry for every former Apex employee. Frantz ordered that "management personnel, prestige, and connections be used in an unreserved and continuing effort" to find work for every laid-off individual.

The company donated secretarial help and office space. A secretary was assigned to read newspaper industrial help-wanted ads and call the advertisers. Personnel department employees were assigned to make outside contacts. No laid-off employee was sent out for an interview unless an opening which he could fill awaited him.

The work-record and skill of every employee who had been released or scheduled to be released was kept by a file card system and definite appointments were made with firms in the market for specified skills. As a result of this joint drive, despite the fact that potential employers were told the laid-off employees were subject to recall, nearly 90 per cent of those dropped got other employment.

### Quality Production Stressed

Management continually stresses the necessity of top-quality production. This, in large part, is the continuation of a program begun during the war when Apex employees were required to work with watch-like precision on delicate war parts used in fire-controls. An interesting idea was used when an independent distributor in a city over one hundred miles from Cleveland complained that the appliances he was receiving were often defective, and threatened to switch to another manufacturer. Management bundled the whole union committee on a train and sent them to see and soothe the distributor. This proved to be quite an effective means of impressing the union with the necessity of quality production and its relation to job security.

The management also tries to impress the union and its membership with the necessity of understanding other economics of the company. The main point stressed, of course, is to remain competitive; not only to remain competitive but to grab a little of the other fellow's market. No one was surprised when the company's first postwar sales meeting of distributors and sales people from throughout the country was attended and addressed by union officials.

### Old Timers Club

In 1945 the *Apex Loyal Service Club* was formed for employees with 15 or more years of accumulated service with Apex. Every year a banquet is held for the old-timers at which time employees who have completed 15 years of service are welcomed into the club and given gold pins and club membership certificates. Those who have completed 20 years of service receive a fine watch.

Then there are many more unusual and interesting aspects of the *Apex Story* which space does not permit recounting. There is the employee who was sent to a sanitorium with TB, and the employee who was found frozen Christmas morning and had to have his hands amputated; to both of whom the company went right on paying half the wages they would have earned. There are the annual Christmas parties. The *Apex Activities Association* sponsors an extensive recreational and social program for employees. Or there was the time when the first post-war steel strike shut Apex down for several weeks and management continued to advance wages to employees throughout the strike. And much more. A book could be written.

Management spokesmen have grown accustomed to the gasps which escape from their colleagues in the business world when they tell them of Apex's handling of its labor problems. To convince his audiences, or perhaps astonish them further, Frantz sometimes invites one or more of the IAM officials to share the speakers' platform.

Once he and the chief steward took a jaunt to Florida to tell their story at the Annual Rollins College Economic Conference held in Winter Park.

Back in 1943 Frantz came to the conclusion that what was most lacking in the plant was any sense of mutual trust and confidence between management and employees. With this as his starting point, he set out to educate all executive and supervisory employees to a new concept of employee relations based on a recognition of "personal dignity." A visit to the Apex plant convinces even the most skeptical observer that management has made admirable progress toward achieving these objectives. Nevertheless, Frantz is not satisfied. Industry, he believes, has yet to scratch the surface of what is possible through actual, sincere, wholehearted cooperation with its employees.

Industry could use many more C. G. Frantz's with belief in the unlimited potentialities of men in management and labor working together toward common goals.

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### Who Wants to Review Books for Personnel Journal?

Reviewing books is something of a fine art. It is necessary to read the book, of course, in order to know what it says, and then comes the task of summarizing the author's more important thinking in capsule form so that readers may know what to expect. This should be supplemented by critical comments. However, it is more important to summarize what the author has said than it is to express personal criticism of it. In any event, a mature mind is necessary for good reviewing. We already have many good reviewers but welcome the interest of other readers who would like to review books. Any one who writes please indicate the types of books he wishes to review.

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### Guest Editors

The editor welcomes the assistance of readers in writing the column "Editorial Comment". These items may be as short as 200 words but not longer usually than 1000. Dr. Mildred D. Mitchell contributed a sound editorial which appeared in December 1949, called "Prejudices in Hiring". Through an oversight her name was not listed among those in the column "About the Authors". She has degrees from Rockford College, Radcliffe and Yale and is now Chief Psychologist in the Veterans Administration Mental Hygiene Clinic at Fort Snelling, Minnesota. She is on the staff of Psychological Abstracts for which she compiles abstracts of articles of interest to psychologists which appear in Personnel Journal.

Consideration of the feelings of the applicant is one of the things that must be taken into account in using tests. If two tests are equally efficient the one that requires the least time to administer is the one to be preferred. Here is the story of the scientific method of comparing two clerical aptitude tests.

# Reducing the Time Required for Testing Clerical Applicants

By Richard B. Miller, Personnel Department, Washington Gas Light Company.

The employment procedure at The Washington Gas Light Company for several years has included the administration of tests. For clerical applicants the company has used The Minnesota Clerical Test (1) and The Wonderlic Personnel Test (2).

The Minnesota Clerical Test has two parts. Part one consists of 200 pairs of numbers, some of which are alike and others slightly different; part two consists of 200 pairs of names. The task is to see how many pairs of matching numbers can be identified in 8 minutes and how many names in 7 minutes. The Personnel Test is a so-called "mental ability" test comprised of verbal and numerical problems.

Preliminary proof of the value of these tests was secured by asking supervisors to nominate those clerks who were above average in job performance and those who were below. Since no single criterion group of adequate size was available, it was necessary to combine the nominations furnished by different supervisors. It was found that the clerks rated "above average" consistently tended to score 100 or more on an average of the two sections of The Minnesota Clerical Test. This temporary critical score of 100 was .6 sigma below the average score of 115. It was planned that as the number of available cases increased, further validation studies could result in some modification of this critical score.

## The Problem

Because of the time required for other tests it was felt desirable to reduce the time used in testing for clerical aptitude, if this could be done without sacrificing validity. The combined Minnesota number and name tests require 15 minutes,

whereas a newer test, The Hay Number Perception Test (3), takes only four minutes. It was claimed by the publisher that this test proved equally useful in similar situations. The Hay Test is a test of speed in matching numbers, with no number having more than six digits. Errors consisting of substitutions and transpositions are scattered systematically through the 200 pairs of numbers.

## The Experiment

The Number Perception Test was introduced into the test battery along with Minnesota Clerical and Personnel Tests in order to see how it would compare with the former. The complete clerical battery included these three tests. The experimental group was 190 clerical applicants, 99 men and 91 women. The average score on The Minnesota Clerical Tests for this group was 115, with a standard deviation of 25.4. The intercorrelations between these three tests are shown in Table I. It can be seen that the correlations of the Personnel Test with each of the two clerical tests are nearly the same. The differences between them are not statistically significant.

Table I—Intercorrelations

| | Men | Women |
|---|---|---|
| Minnesota Clerical vs Number Perception | .83 | .85 |
| Minnesota Clerical vs Personnel Test | .28 | .28 |
| Number Perception vs Personnel Test | .22 | .19 |

Due to the low correlation between the clerical tests and the Personnel Test, they may be used together effectively in a battery, and because of the high correlation between the two clerical tests we can assume that where one of the clerical tests is valid the other should be also. The results for men and for women are almost identical.

## Results

An examination of the efficiency of selected cutting scores was made, using as a critical score an average of 100 on the two parts of The Minnesota Clerical Test.

Table II—Applicants Rejected

| | Critical Scores | Men | Women | Total |
|---|---|---|---|---|
| Minnesota Average Score | 100 | 30 | 25 | 55 |
| Number Perception Score | 95 | 32 | 25 | 57 |

For The Hay Number Perception Test a cutting score of 95 was adopted, which was the same distance below the mean as the critical score on the Minnesota Clerical, namely minus .6 sigma. On this basis, the numbers of applicants rejected by both tests are about the same, as shown in Table II.

## Conclusions

The data shown in Tables I and II indicate that for this experimental group there were no significant differences in the characteristics and effectiveness of the two tests. They show about the same relationship with the Personnel Test and they eliminate about the same number of applicants from the low end of the range. However, Number Perception requires only four minutes as compared with fifteen minutes for The Minnesota Test. This saving of eleven minutes, or 73% of the testing time, is so substantial that the company seems justified in its decision to use The Number Perception in place of The Minnesota Clerical for screening clerical applicants.

(1) Obtainable from The Psychological Corp., 522 Fifth Ave., New York, N. Y.
(2) Obtainable from E. F. Wonderlic, Glencoe, Illinois.
(3) Obtainable from Aptitude Test Service, Swarthmore, Penna.

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## What is Your Answer to This Problem?

"Supervisory Workshop" is a feature of the Personnel Service News Letter of *American National Red Cross*, Washington, D. C. The November issue contains this problem by Mildred Shelton Hitch, Assistant Director of Personnel in Charge of Training, Southeastern Area.

Problem:

Francis Major, an American Red Cross employee for many years, has a new director, Lucy Robert. Miss Major's extensive knowledge of the organization is only one of her many assets. However, her ability to grow on the job is limited.

Miss Robert is ambitious for herself and the service, has a new, progressive point of view, and is anxious to develop top-flight efficiency in her staff. She is often irritated and impatient with Miss Major's persistence in following the work habits of years.

Miss Major, who has a feeling of security from her many years of service and excellent evaluations, regards this simply as a weakness on the part of Miss Robert. She has had many personal problems and her life has become completely tied up with her job. She is therefore, hysterical from shock and anxiety when told by Miss Robert that she does not find her work satisfactory and would like to arrange her transfer to another service or area.

What Factors Are Involved in This Problem? The best reply will be printed. Ed.

Many organizations have the problem of recruiting young men from the colleges. A successful program must be tailored to the needs of the organization but many details described here will be useful to anyone. This program was developed in one of the largest of the general insurance companies.

# A College Recruitment Program

By H. Paul Abbott, Director of Education and Male Employment, North America Companies, Philadelphia.

Our problem is to find a large number of young men each year as they graduate from college, in order to keep our field force supplied with suitable new agents, properly trained. These young men must be carefully chosen, because we give them considerable training. We cannot afford to lose many of them, not only because of the great cost of the training but also because our large field force requires a steady supply of new men each year who must carry their share of the load right from the start.

First of all we ascertained an annual need of approximately fifty new special agents. We have taken on over three hundred in little over three years, but we had a backlog need to satisfy. Secondly, we determined that we did not wish to hire men who were only salesmen. It was not our intent to "plant" these men as agents after a comparatively brief company exposure. Inevitably a certain number of these men will do this of their own accord. Basically we desired personable individuals capable of becoming field technicians in our business. But beyond that we wanted men capable of becoming field office managers ten, fifteen and twenty years out of the training school. We realized that despite our best efforts not all could or would develop administrative capacity. Above all, we wanted men who would stay with us, justifying a very sizeable training investment. More than that we wanted men of imagination, capable of innovation, flexible to change, progressive in their views, with courage to follow their own convictions and a belief in the integrity and far-sightedness of management. There would be no place in our scheme of things for a lover of the comfortable status quo. We wanted leaders, not followers.

Next we determined upon a policy of national, and more than that, international recruitment. All managers were alerted to look for likely material in their areas, but we were forced to rely heavily upon the colleges and universities for the bulk of our recruits. Out of the more than 1700 possible schools we selected 100. Our selection was based upon geographical needs, insurance offerings, reputation, placement bureau organization, recommendations and—I must confess—"hunches". This list is kept flexible. Each year we cull out some and add others.

## Recruiting Candidates

These colleges were carefully circularized by mail, both by letter and brochures. There was personal follow-up first by the Education Department and secondly by local representatives. At first we found a cool reception. Insurance, as you know, does not bring an enthusiastic response on most campuses. A sales job had to be done. Attractive pictorial literature was prepared and a motion picture produced by Louis De Rochemont, the man who founded *The March of Time.*

Representatives of the Education Department call upon these colleges and universities at definite times throughout the year. At first it was on a year round basis but now visits are concentrated between January and June. It has paid to study those times which produce the best results in each college. They vary considerably. A careful "time survey" is carried out with all placement directors before the visitation schedule is set up. Five of us in the department have actively participated in these campus visits. Since January this year, we have been on 92 campuses, have held group meetings with nearly 4000 students and have personally interviewed better than 1400 men. By June 1st 45 men have been accepted for the program. The class will be closed and well over-subscribed by July 1. This is according to plan so that June graduates may get six months orientation in our service offices before reporting to school January 5 in Philadelphia.

Prior to our visit to a campus not only do we communicate by letter with the placement director, insurance professors, or both, but also large printed posters are forwarded for display on bulletin boards announcing the time and place of the group meeting. The motion picture is accented, also the fact that we are a Property and Casualty Company *not* looking for direct salesmen.

At the group meeting we talk for twenty minutes prior to the showing of the film. The film lasts twenty-two minutes and then this is followed by a question and answer period of approximately the same duration. Total time, one hour.

## Don't Paint a Glowing Picture

We have found that it pays to paint a very tough picture, presenting a challenge to those present. We emphasize the fact that our beginning salary is probably the lowest to be offered on their campus, even lower than that which competitors in our own industry offer. We challenge them to find justification for it and accentuate

our desire to hire men who can take a rigorous training program with slow salary advancement. We stress the need for men who will stay with us after training. We are confident that by this means we screen out the job seeker and attract only those who look for a long range career opportunity with us.

The next step is the individual interview. The placement director has been asked to see to it that those interested have read our brochures carefully prior to making an appearance. Interviews are twenty minutes in length, longer if a group meeting can not be arranged, which sometimes happens. From the usual number of 15 to 25 men, the field is narrowed to about half-a-dozen, sometimes more, frequently less. Then follows a discussion with the placement director concerning the records and interests of the favored ones. Those surviving this discussion and appraisal are called back the following day for reappraisal and administration of short verbal intelligence tests.

Surviving candidates are then given a suggested investigation procedure to follow. Frequently this is done later by letter. The candidate is invited to visit the nearest service office, talk to the manager and also, if any are present, to meet any recent graduates of the training school. Later, if interest matures, the candidate presents himself again to the manager for a dual purpose; one, to convince him of the thoroughness of his investigation; and two, to seek his endorsement for the trip to Philadelphia for final screening.

The suggested investigation comprises visits with agents, competing companies, insurance professors, financiers and business men. The purpose is to find out the place of Property and Casualty Insurance in our economy, the stature of the North America company in the industry, what is expected of a good special agent and what planned training can mean to a young man's future. We stress the importance of seeking information from unbiased sources. Furthermore, we urge that all other employment opportunities be looked into carefully before turning to the final stages of our screening. An imposing list of materials to read is also assigned. Enough, certainly, to drive away the man of feeble interest. It is definitely a case of negative selling, but we have found the psychological reaction a good one.

## Candidates Are Now Brought to the Home Office

Having gained the service office manager's endorsement, the young man is brought into Philadelphia at our expense. He reports before noon of a Tuesday. That afternoon is devoted to filling out employment forms which may still be incomplete at that time, taking a physical examination and having interviews with members of the Education and Employment Departments. Wednesday morning at nine o'clock and after a good night's rest in the hotel which should eliminate any travel fatigue, candidates begin their aptitude and interest testing as a group. Personality comparisons are watched and reactions to testing observed. Important attitudes begin to show up at this point. Sometimes we see evidences of cockiness, even

surliness, and occasionally either an unwillingness or inability to follow instructions. Now and then you find attempts to "beat" the tests or take advantage of time limitations. These things are all part of a study of attitudes and character.

The tests run over into the afternoon. Thereafter follow the supplementary interviews with department heads or junior officers representing fire, marine and casualty divisions of the company. As aptitude test scores are recorded and interview reports come in, the candidate's file begins to show an interesting and rather conclusive picture of his abilities, past record of achievement, attitudes and self-salesmanship. The Director of Education and Employment is charged with the responsibility of eliminating the weaker ones as soon as evidence becomes sufficient.

## Survivors Get a Committee Interview

Those surviving by the afternoon of Thursday undergo a half-hour interview before an Admission's Committee made up of six officers of the company. At this stage little doubt remains concerning the candidates' abilities. The purpose of the committee is to study salesmanship under pressure, long-range stability and the degree of conviction and understanding achieved. Definite efforts are made to eliminate any misconceptions or misunderstandings which may have been picked up during screening. Much verbal cold water is poured on them to see if the young men are really ready for a rigorous training program and slow initial advancement. It is amazing how heretofore undiscovered attitudes crop up and how some of the best "freeze" under pressure. Positive efforts are made to be sure that candidates have not been "oversold" by anyone along the line. The obligation to remain long enough with the company to give a fair return upon a sizeable training investment is emphasized and decision is made as to where the orientation or probationary periods of employment will be spent.

Aside from the valuable information gained from such an involved screening procedure the psychological advantages are great. First impressions at time of employment are terribly important and are not short-lived. Candidates are impressed that they have accomplished something difficult and worthwhile. Having seen how hard it is to "make the team" they develop a feeling of pride in the organization at the outset. Later they will think twice before abandoning the program for attractive employment offers elsewhere.

## Not Many Are Failures from Here

The first six months of employment are obviously part of the training but at the same time they are the final steps in screening for admission to the training school. Time in the service office is equally divided between assignments in fire, marine, and casualty departments. A correspondence course is taken which is difficult, requiring lengthy preparation and related to the office activity involved. Detailed reports of progress and achievement are furnished by the service office managers and the Extension Division of the Education Department with an eye towards elimi-

nation of those whose industry lags or interest wavers. I am happy to report that singularly few fall by the wayside in this final stage, a happy commentary upon the success of the earlier stages of screening.

The inevitable question arises at this point, namely "Does it work?" Considerable evidence is at hand to justify an affirmative answer. More is accumulating day by day. However, final proof lies many years ahead of us. Some of our graduates are making remarkable progress, far greater than many "old hands" in the business thought possible at the outset. They are well-equipped to meet the challenge presented by Multiple Line Underwriting powers and many seasoned men envy their training and their progress. No small number of the old timers in the field are "stirring their stumps" to hold their competitive and experience advantage. It has been a healthy "shot in the arm" for our field force. There is not however, nor can there be, any substitute for experience, *but* those oldsters who would rely on experience alone for advancement will find a rude awakening. Salary and responsibility advancement will not rest upon mere seniority. A healthy policy.

# About the Authors

*Wade E. Shurtleff* is Director of Personnel and Industrial Relations for Willys-Overland Motors, Toledo. He was formerly personnel director of Apex Electrical Manufacturing Company, Cleveland and has had newspaper reporting experience. He has a degree from Ohio University.

*Richard B. Miller* received the B.A. degree in Psychology from the University of Maryland in 1948 and is now doing work toward the M.A. degree at the George Washington University. He has been employed in the Personnel Department of The Washington Gas Light Company, Washington, D. C., for the past two years, doing recruiting and interviewing.

*H. Paul Abbott* was born in Hamilton, Ontario, and was educated at Princeton University. His first years were spent in teaching, which he continued during his service in World War II as a Lieutenant Commander in the Navy in the Aviation service. Since 1945 he has been Director of Education to which he has more recently added the duties of Director of Male Employment.

*Travis A. Elliott* was a school Superintendent in Texas for fourteen years. Since 1941 he has been in Army Personnel work and is now Civilian Personnel Officer at Red River Arsenal where 7,000 civilian employees are engaged in overhaul of vehicles. He has degrees from East Texas State Teachers College.

*A. G. Odell* has been a manufacturing supervisor and has held various Personnel Administration assignments prior to his present one. In his present position as Personnel Manager, he also is in charge of Time Study standards.

*Dr. J. W. Evans* holds degrees from the University of Iowa. He is a lecturer in Industrial Psychology in Illinois Institute of Technology and has had a varied experience in teaching, training and in Industrial Personnel work.

*Charles W. Books* is a graduate of Temple University and his entire career has been in banking with his present employer. He has been Personnel officer for the past three years.

Many good ideas can be expressed in a few words. Here are three short accounts of interesting things being done in different parts of the country.

# Three Short Articles

## 1. What Bosses And Workers Want

By Travis A. Elliott, Civilian Personnel Officer, Red River Arsenal, Texarkana, Texas.

The worker wants a "good" boss and the boss wants the same kind of worker. What *is* a "good" boss or worker? The author developed these two descriptions in a recent Personnel Management Course.

I WANT A WORKER

Who likes his job.

Who knows his job.

Who keeps himself physically fit.

Who wants to do a day's work for a day's pay.

Who wants to get ahead.

Who is always on the job unless excused.

Who is cheerful—not sullen.

Who works safely—with due consideration for himself and his fellow workers.

Who gets along well with his fellow workers.

Who gets a bang out of a job well done.

Who tries to avoid waste and cut costs.

Who looks for a better way to do the job.

Who tells the truth; who is sincere.

I WANT A BOSS

Who had something to do with hiring me and who wants me to work for him.

Who helps me when I am new to get acquainted with my job.

Who explains to me just what my job is—just what I am expected to do.

Who tells me frequently how I'm getting along—what I do well and what I don't do well—who shows me how to do better.

Who not only thinks of me for what I am but also for what I may become.

Who takes a personal interest in me and my problems.

Who listens to my ideas for making the job easier and better.

Who has something to do with my pay and does it when the time comes.

Who stands up for me when I am right.

Who gripes little and looks forward.

Who keeps a spirit of team work.

Who asks questions when he needs help.

Who is willing to face his personal problems squarely.

Who tries to put himself in my place now and then.

Who feels that his job is a privilege—not a right.

*I would give a worker like that my best—you would too!*

Who is honest and four-square with me.

Who tells me about changes before they are made.

Who has a personal faith and confidence in me.

*I would work my heart out for a boss like that—you would too!*

## 2. Labor and Management Cooperation in Action

By A. G. Odell, Personnel Manager, The Hart Manufacturing Company, Hartford, Conn.

In February 1947 the International Association of Machinists, through its leaders, approached the management of The Hart Manufacturing Company and said, "We have just concluded negotiations on our new contract. We feel that the Union members are more than willing to cooperate with the management on all production problems from here on in." A few days later the Union circulated a flyer in the plant asking for an increase in production from all employees. The production record of the company since that time has shown a consistent improvement.

The first part of 1948 the management was confronted with the problem of absenteeism. This was a common problem with many other plants in the area. The management summoned the Union leaders and sat down for a conference. The Union leaders agreed that something should be done on this problem. The Union asked for copies of absentee records and the Union representatives sat down with the Personnel Manager and discussed the personal absence records of all chronic offenders. Extreme cases were given warning before the Union representative. A very decided decrease in absenteeism followed.

The management of the company has successfully followed this pattern with many other plant problems which concerned both labor and management.

# 3. The Rater's Task in Merit Rating

By J. W. Evans, Wheaton, Illinois.

Employee merit rating in industry is beset by a number of problems not commonly discussed in the literature on rating. One such problem is the excessive number and variety of appraisals which may be required of a single rater. For example, take the case of a certain supervisor in a job shop department of a large manufacturing concern. He was judged to be fully qualified to rate each of the following employees, practically all of whom reported directly to him at the time:

| *Occupation* | *Grade Level* | *Number of Employees* |
|---|---|---|
| Record Clerk | 303 | 1 |
| Welder | 15 | 2 |
| Welder | 16 | 2 |
| Welder | 17 | 1 |
| Automatic Screw Machine Operator | 15 | 1 |
| Automatic Screw Machine Operator | 16 | 2 |
| Automatic Screw Machine Operator | 17 | 4 |
| Machine Setter | 16 | 2 |
| Machine Setter | 19 | 4 |
| Grinding Machine Operator | 17 | 1 |
| Bench Machine Operator | 14 | 8 |
| Bench Machine Operator | 15 | 4 |
| Bench Machine Operator | 16 | 2 |
| Lathe Operator | 16 | 4 |
| Lathe Operator | 17 | 3 |
| Milling Machine Operator | 15 | 2 |
| Milling Machine Operator | 16 | 4 |
| Milling Machine Operator | 17 | 3 |
| Hand Screw Machine Operator | 14 | 1 |
| Hand Screw Machine Operator | 15 | 3 |
| Hand Screw Machine Operator | 16 | 2 |
| Welding Machine Operator | 15 | 1 |
| Helper | 13 | 7 |
| Drill Press Operator | 14 | 1 |

| *Occupation* | *Grade Level* | *Number of Employees* |
|---|---|---|
| Packer | 12 | 2 |
| Packer | 13 | 1 |
| Packer | 14 | 1 |
| Total | | 69 |

Above are listed thirteen occupations, further subdivided on the basis of grade level into twenty-seven categories. Each category, according to the plant's job evaluation organization, makes demands of an employee which are demonstrably different from those made by the others. Within these twenty-seven categories were sixty-nine employees which our supervisor was expected to rate.

The task which faced the rater was even more complicated than so far appears. Several of the categories, such as that of helper and one level of bench machine operator, actually represented a considerable number of different jobs, each making its own special demands of the operator.

All of the shop employees were gang pieceworkers, but the situation might easily have involved some daywork jobs, to which a rater must apply different output standards because of the absence of incentive pay. Three of the sixty-nine employees required special appraisal because they were new to their jobs. Several had rather recently returned from another department to which they had been loaned for three months.

The circumstances in which this supervisor found himself as a rater are not unusual in the plant where he is employed; or elsewhere in industry. One of the realities which should be faced when plans and procedures are being formulated for an industrial merit rating program is the necessarily burdensome nature of any kind of rating to a rater who must evaluate a large number of employees on a wide variety of jobs. When the rating procedure is detailed, as in many scales, when fine points of information or fine discriminations are called for, or when the time allotted to preliminaries and to the rating itself is too limited, a rater may find it impossible to do his work well.

Attendance records are important in meeting the requirements of the Wage and Hour Law, and may serve other purposes in addition. This article describes in full detail a very efficient and economical procedure that has stood the test of over ten years satisfactory use.

# Timekeeping Procedures for Office Workers

By Charles W. Books, Personnel Officer, The Pennsylvania Company for Banking and Trusts, Philadelphia.

In the old days it was not necessary to keep time records in most offices. With the advent of the wage and hour law about ten years ago, it became essential to have detailed and accurate records of the hours worked by each employee. The following is a description of the timekeeping plan now in use in this Company. At first the only record kept was the daily time report, shown in figure I. Subsequently, experience showed the need for other records and they were added from time to time and improved out of our daily experience with them. Most of our 1600 employees are located in two large office buildings in the central part of the city. A little over a hundred additional employees are scattered in 16 other locations throughout the metropolitan area. This timekeeping plan is not only well adapted to a large organization like ours but is equally applicable to much smaller groups of office workers. It has proven itself most satisfactory and economical over the past 10 years or more First will be given a brief description of the three basic records which comprise our timekeeping plan. Instructions for handling them will be given in more detail later in the article.

1. Daily Time Report. (*See Figure I*)

Each sheet provides for the time record for 24 employees. Employees sign the report upon arrival in the morning and make the indicated entries at that time and at other times during the day. Large departments of course are sub-divided so that usually each daily time report contains less than 24 names. In each such unit one person is designated as the timekeeper, although in many instances the timekeeper collects the reports from a number of sections. This timekeeper makes all calcula-

FIG. I

## DAILY TIME REPORT

DEPARTMENT OR BRANCH

DATE

| COMPLETE SIGNATURE<br>EMPLOYEES SIGN IN ORDER OF ARRIVAL | ARRIVE | START | LUNCH HOUR | | OUT | ADDITIONAL | | TOTAL HOURS | IF LATE, MARK "L" | REMARKS |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | OUT | IN | | IN | OUT | | | |
| 1 | | | | | | | | | | |
| 2 | | | | | | | | | | |
| 3 | | | | | | | | | | |
| 4 | | | | | | | | | | |
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| 22 | | | | | | | | | | |
| 23 | | | | | | | | | | |
| 24 | | | | | | | | | | |

## DAILY ABSENTEE REPORT

| FULL NAME OF EMPLOYEE | CODE LETTER | DAYS ABSENT TO DATE | SPECIFIC REASON FOR ABSENCE<br>(If sickness give nature of illness) |
|---|---|---|---|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |
| 6 | | | |

RECORD TO BE DELIVERED TO PERSONNEL DEPARTMENT BY 10:30 A. M. OF THE SUCCEEDING DAY.

CODE:
"S"—SICKNESS
"V"—VACATION
"LA"—LEAVE OF ABSENCE
"O"—OTHER

TIMEKEEPER

SUPERVISOR

tions for this report and also for the other two reports about to be described. The most important detail on this first form, shown in Figure I, is the "Total Hours" worked that day by each employee.

2. Thirteen-Week Record of Hours and Overtime. (*See Figure II*)

The important thing on this report is the column headed "Total Hours for Week". Its purpose is to summarize the record of an individual employee for each week and for 13 weeks. The information is obtained from the Daily Time Report (Fig. I) and copied each day on to this Thirteen-Week Record.

FIG. II

THE PENNSYLVANIA COMPANY
FOR BANKING AND TRUSTS

B-365 (REV. 2-48)

THIRTEEN WEEK RECORD OF HOURS AND OVERTIME

| WEEK BEGINNING | DAILY HOURS Mark all holidays as "H" | | | | | | | TOTAL HOURS FOR WEEK | OVERTIME FOR WEEK | CUMULATIVE WEEKLY HOURS | THIRTEEN WEEK STANDARD | ABSENCE CODE L—LATENESS V—VACATION O—OTHER S—SICKNESS LA—LEAVE OF ABSENCE | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | M | T | W | T | F | S | S | | | | | L | S | V | LA | O |
| | | | | | | | | | | | 40 | | | | | |
| | | | | | | | | | | | 80 | | | | | |
| | | | | | | | | | | | 120 | | | | | |
| | | | | | | | | | | | 160 | | | | | |
| | | | | | | | | | | | 200 | | | | | |
| | | | | | | | | | | | 240 | | | | | |
| | | | | | | | | | | | 280 | | | | | |
| | | | | | | | | | | | 320 | | | | | |
| | | | | | | | | | | | 360 | | | | | |
| | | | | | | | | | | | 400 | | | | | |
| | | | | | | | | | | | 440 | | | | | |
| | | | | | | | | | | | 480 | | | | | |
| | | | | | | | | | | | 520 | | | | | |
| **PLACE ALL THIRTEEN WEEK TOTALS ALONG HERE** → | | | | | | | | | | | 520 | | | | | |

Sheet to be transferred with employee.
If employee leaves company, retain sheet in folder until end of quarter.

Name

Department

Signature of Supervisor

3. Quarterly Summary of Time Records. (*See Figure III*)

Each department reports the hours worked in the 13-week period by each employee, there being room for 18 names on each sheet. The important item on this sheet is column four, headed "Average Hours Per Week". The information for this form is obtained from the 13-week record shown in figure II.

From the Quarterly Summary of Time Records, shown on Figure III, the Personnel Department takes the weekly average of hours worked by all the employees of each department and enters it on a quarterly report of labor turnover. It is thus possible to scan the two-page turnover report and see on it the average hours worked by every department in the Company. This has many important uses, one of which is to tell at a glance which departments are working heavy overtime and which are working slack hours. It also comes in handy when a department requests more help during a time when their average of hours worked is low. This Quarterly Summary Report is typed in duplicate. One copy is retained by the supervisor, providing him

with a record immediately available at all times; the other is forwarded to the Personnel Department where it serves as a permanent record. Retention of these records after a period of years requires very little filing space, and, in fact, requires a minimum of filing work.

FIG. III

Department ____________________

QUARTERLY SUMMARY OF TIME RECORDS

Division ____________________

For The Period Beginning ____________ And Ending ____________

Section ____________________

| Name | 1. Actual Hours Worked | 2. Actual Days Worked | 3. Average Hours Per Day | 4. Average Hours Per Week | 5. Overtime Hours Reported | 6. Days Lost Due to Holidays and Absences | | | | | 7. Number Late-nesses |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | H | S | V | LA | O | |
| | | | | | | | | | | | |
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| | | | | | | | | | | | |
| | | | Total | | | | | | | | |
| | | | Weekly Average | | | | | | | | |

Note: Prepare in duplicate, retain one copy, forward the original to the Personnel Department.

(Should more than one sheet be required, enter totals on the final sheet)

____________________
Supervisor's Signature

## Additional Advantages of Quarterly Summary

The following additional benefits are derived from full use of the Quarterly Summary:

1. Improved distribution of work-load.
2. Reduction of overtime costs.
3. Elimination of jobs in departments with too short working hours.
4. Substantiating evidence of need for additional workers in departments working too long hours.
5. Elimination of many inter-office telephone calls to the Personnel Department. (Supervisors requesting information from time records of non-current periods. This was time consuming and tied up already overtaxed telephone lines.)
6. Better informed supervisors on matters pertaining to attendance of their own staffs, vacations, hours worked, etc. Past records are thus available to the supervisor immediately when needed.
7. Permits ready comparisons of average hours worked in all departments.

There are 105 persons designated as "timekeepers", though their timekeeping duties are only incidental and require but a few minutes each day. The timekeeper each day totals the hours worked on the previous day by each employee in his section (average of fifteen persons). He posts this total for each employee to the Thirteen-Week Record, totaling the hours worked for each week. At the end of the quarter, these reports are forwarded to the Personnel Department. Until about two years ago a full-time "time records clerk" was employed in the Personnel Department who then posted to a card record for each employee the number of hours worked, the number of overtime hours, the number of days lost for all reasons and the number of latenesses. This job has been abolished since all this information is available from the Quarterly Summary. Now each departmental timekeeper prepares the Quarterly Summary of Time Records shown in Figure III, which is filed in the Personnel Department with the Thirteen-Week Record. Together they provide all the information necessary on hours worked.

## Principles Followed in Designing Time Records

The foregoing description gives a general idea of the scheme followed in keeping time records. There were well thought out reasons for each step taken and for each form that was designed. It must be kept in mind that the requirements of the wage and hour law were a controlling factor. The records had to be accurate and had to be available for inspection. At the same time it was important to have a timekeeping system that was simple and inexpensive and not complicated to operate. If possible there should be no central timekeeper in the Personnel Department. It is very easy to load down the Personnel Department with a lot of routine functions such as keeping time and attendance records.

Another important consideration was that in introducing time records into the Company for the first time that employees be not disturbed or annoyed more than was necessary. In deciding on this plan of time records consideration was given to the introduction of time clocks or time stamps and it was decided not to use them because of the very unfavorable reaction that could be expected from a group of office employees who were not accustomed to them. It was felt that equally satisfactory results could be obtained by the use of the simple daily time report on which each individual employee would himself enter the time of his arrival and departure.

Similarly, it seemed wise to set up a time keeping system that would be as acceptable as possible to supervisors and one for which they could be made responsible. This responsibility is obtained by having all time reports signed by the supervisor, who, of course, is in a position to know whether or not they are being accurately kept. In this way both the supervisor and the individual employee participate in the responsibility for accurate time records.

It also seemed desirable to have a timekeeping system which was to be used by *all* employees and therefore could be applied informally and without discrimination. Another important consideration was some method of control and audit. This

was accomplished by sending all forms to the Personnel Department at the end of each 13-week period. The Personnel Department then needs only to check the accuracy of the timekeepers work, as follows:

1. Spot check the Daily Time Reports (Fig. I). Whenever errors are found the entire report from that department is then checked in detail. This spot checking reduces the amount of auditing time and by fully checking where errors are located suggestions can be made to the departments to avoid such errors in the future. Daily Time Reports are then filed in date order by departments so that they can be located at later times for wage and hour inspection or for other purposes.

2. The Thirteen-Week Record (Fig. II) is also spot checked for accuracy. Where errors are found suggestions are made to the department for their avoidance in the future. These records are then filed.

3. The Quarterly Summary Time Records (Fig. III) are spot checked like the others. From them are then taken the average hours per week for the departments found at the foot of column 4 which are transferred to the Quarterly Turnover Report.

In the Pennsylvania Company as in many other progressive organizations, there is a complete set of written policies and procedures covering all matters that concern the individual employee. At the risk of some duplication of what has already been said the procedure covering time records is shown in Exhibit A just as it appears in the Policy and Procedure Book. Instructions for timekeepers are shown in Exhibit B. Instructions for making up the Quarterly Summary of Time Reports are shown in Exhibit C and finally Exhibit D, Time Savers for Timekeepers, gives additional helpful information in making the calculations required on the Quarterly Summary.

## Cutting Salary Expense

Here is an example of how the departmental averages of hours worked for thirteen weeks, summarized on the labor turnover report, are useful in keeping down excess help. Not long ago the head of a department of 18 employees sent in a requisition for a new clerk to replace one who was resigning. Before hiring the new clerk we consulted the turnover report and found that this department had worked, on the average, only $35\frac{1}{2}$ hours a week for the preceding thirteen-week period. The requisition was therefore returned calling attention to the short hours, at a time when the company-wide average was $37\frac{1}{2}$ hours a week. The department found it had no difficulty in taking up the slack caused by the resigning employee!

### EXHIBIT A

Subject: *Time Records* Personnel Procedure No. 2-A

*Required by law:*

Federal and State laws require us to keep records of time worked by employees. These time records serve not only as evidence that the Company is conforming with the law in its working

hours, but are the basis on which overtime is paid under the Fair Labor Standards Act. For these reasons, it is necessary that the time records be complete and accurate in every way. The maintenance of inaccurate records or the misrepresentation of the amount of actual time worked in favor either of the Company or the employee are violations of the law, as well as non-compliance with the Company's policy.

*The Fair Labor Standards Act (Wage and Hour Law):* Under Federal law, no limit is placed on the number of hours that may be worked by any employee, but overtime must be paid for all hours over 40 worked in any week. Certain executive and administrative employees are exempt.

*Forms used for timekeeping:*

1. *The Daily Time Report:* The Daily Time Report must be signed in ink by all employees in the department, except officers, and is retained by the Company as a permanent record of time worked. Exempt employees are required to sign the time reports as well as those who are entitled to receive overtime, to provide a complete record of hours worked by each department.

Each employee records his time of arrival at the beginning of the working period in the "Arrive" column to the nearest minute and in sequence, so that no employee shows an earlier time of arrival than the immediately preceding entry.

In the column headed "Start", the employee registers the time he actually begins work for the day. In some instances this time may be the same as time of arrival, but where employees arrive in the department prior to the actual time they start working, the two different times should be shown.

Actual time out and in for lunch and out at the end of the working period should be shown to the nearest five minutes; and time out and in for an additional period should also be shown to the nearest five minutes.

Daily, the timekeeper computes the total hours worked the previous day by each employee, to the nearest five minutes. She lists the absentees in the space provided at the bottom of the sheet, coding and explaining absences, signs the time record and hands it to her supervisor for signature.

2. *The Thirteen-Week Record of Hours and Overtime:* A cumulative record of daily time is kept for the purpose of computing total weekly hours, latenesses, and absences. This record is set up to cover a thirteen-week period, and is posted daily by the Timekeeper.

At the end of each thirteen-week period, the records are totaled by the timekeeper, then signed by the supervisor and forwarded to the Personnel Department in their folder. A new folder containing sufficient sheets for all employees is sent to each department in time to be set up for the next quarter. Thirteen week records are kept for all employees except officers.

3. *The Quarterly Summary of Time Records:* Made up from the thirteen-week sheets.

4. *Report of Overtime:* Overtime reports are sent to the Payroll Division every two weeks on the Monday following payday.

In those weeks in which a holiday occurs, overtime reports include all employees who have worked more than 33 hours. If any employees work on the holiday, the time sheet for that day is attached to a special overtime report and sent to the Personnel Department.

Where employees do special work in departments other than their own, they sign a daily time sheet in the department concerned. The timekeeper in this department informs the timekeeper in the employee's regular department of the hours worked so that they may be included on the thirteen-week record, signs the timesheet, secures the signature of the supervisor, and sends it to the Personnel Department with a special overtime report.

*Responsibility of supervisors for timekeeping:*

It is the responsibility of supervisors to instruct employees in proper registration of their time, and to note any variations. A timekeeper should be appointed who will compute the daily time and keep the thirteen-week records under the direction of the supervisor. Specific instructions for timekeepers are attached hereto and are inserted in each folder of thirteen-week records.

The officer or supervisor who signs the daily time reports, the thirteen week records, and the overtime reports is responsible for their accuracy. If unavoidable alterations in the records are necessary, they should be initialed by the supervisor.

## EXHIBIT B

### Instructions for Timekeepers

*Daily*

1. Calculate the previous day's hours worked to nearest five minutes, counting from time shown in "Start" column of the Daily Time Report. (***See Figure I***)
2. In the "Late" column enter an "L" if employee was late.
3. Enter names of employees who are absent, along with code letter giving reason for absence; if absence is due to illness, give nature of illness.
4. Make out Daily Absence Report (***not shown***) and forward to Medical Department by noon of the day employees are absent.
   a. If there are no absences, write "None" across form and forward. This is necessary so that we can be sure all absences are being reported.
   b. Before forwarding the Absence Report, *be sure the correct date and Code Number are entered.*
   c. *Please do not enclose this form in envelopes;* all the messengers recognize them by their distinctive color and know their destination.
5. Enter the hours worked each day on each employee's Thirteen-Week Record. (***Figure II***)
6. Sign the Daily Time Report, secure the supervisor's signature, and file in folder.
7. *SPECIAL OR HOLIDAY WORK*
   a. If an employee from another department does special work in your department for which arrangements have been made to pay overtime, he should sign a separate time sheet.
   b. You should notify the timekeeper in his department of the hours worked, and forward this time sheet to the Payroll Department attached to a *special overtime report.* (***Not shown.***)
   c. If employees in your department work on a holiday, the time sheet for this day should be posted to the thirteen-week record and forwarded to the Payroll Department with a *special overtime report.*

*Weekly*

1. Calculate the total weekly hours for each employee on the Thirteen-Week Record (***Figure II***) and enter total latenesses and absences for the week.
2. If "Overtime Report" is due (Monday following payday), report total hours worked by non-exempt employees if they have exceeded 40 hours (33 in any week which included a holiday). Enter reasons for the overtime. (Overtime form not shown.)

*Quarterly*

1. Complete and total each employee's Thirteen-Week Sheet. (***Figure II***)
2. Prepare in duplicate a Quarterly Summary of Time Records, (***Figure III***) summarizing the Thirteen-Week Sheet. (***Instructions are shown in Exhibit C.***)
3. Forward to the Personnel Department:
   a. Complete folder of Daily Time Sheets.
   b. Folder containing the Thirteen-Week Sheets.
   c. The original of your "Quarterly Summary". (The duplicate is to be retained by the Supervisor.)

## EXHIBIT C

### Instructions for Reporting the Quarterly Summary of Time Reports

(To Be Prepared in Duplicate)

Column 1—Total actual hours worked, taken from the Thirteen-Week Sheet.
Column 6—Enter days lost in various columns, also posted from Thirteen-Week Sheet.

Column 7—Enter number of latenesses, from Thirteen-Week Sheet.

Column 2—Enter actual number of days *worked.*

1. If any employee has been employed during the full thirteen weeks, subtract the number of days lost (from Column 6) from 65 if scheduled to work a five-day week; subtract from 78 if on a six-day week basis.
2. If employee was employed only for a part of the thirteen week period, count and enter the *actual days worked.*

Column 3—Divide Column 1 by Column 2, enter as "average hours worked per day".

Column 4—If employee is regularly scheduled for a five-day week, multiply Column 3 by 5, enter as "average hours per week". (If on a six-day week basis, multiply by 6.)

Column 5—Taken from Thirteen-Week Sheet.

If any employees are on a *part-time basis,* circle in red their average hours in Column 4.

Total: Add *all* the figures in Column 4 *except those circled in red* and enter in Total at foot of Column 4.

*Weekly Average:* Divided "Total" by number of employees, *excluding those circled in red,* for the weekly average hours of the division.

Secure Supervisor's signature on both copies, the duplicate to be retained by him, and send the original copy to the Personnel Department.

## EXHIBIT D

### Timesavers for Timekeepers

Use of the tables listed below will save time and simplify the necessary calculations in preparing the Quarterly Summary Reports. These tables are designated as Table I, Table II, and Table III, as follows:

| *Table I* Converting Minutes to Fractions of an Hour Expressed Decimally | | | *Table II* Number of Minutes Multiplied by 5 | | | *Table III* Number of Minutes Multiplied by 6 | | |
|---|---|---|---|---|---|---|---|---|
| Minutes | | Decimal Equivalent | Minutes | | Multiplied by 5 | Minutes | | Multiplied by 6 |
| :05 | = | .08 | :05 | = | :25 | :05 | = | :30 |
| :10 | = | .17 | :10 | = | :50 | :10 | = | 1:00 |
| :15 | = | .25 | :15 | = | 1:15 | :15 | = | 1:30 |
| :20 | = | .33 | :20 | = | 1:40 | :20 | = | 2:00 |
| :25 | = | .42 | :25 | = | 2:05 | :25 | = | 2:30 |
| :30 | = | .50 | :30 | = | 2:30 | :30 | = | 3:00 |
| :35 | = | .58 | :35 | = | 2:55 | :35 | = | 3:30 |
| :40 | = | .67 | :40 | = | 3:20 | :40 | = | 4:00 |
| :45 | = | .75 | :45 | = | 3:45 | :45 | = | 4:30 |
| :50 | = | .83 | :50 | = | 4:10 | :50 | = | 5:00 |
| :55 | = | .92 | :55 | = | 4:35 | :55 | = | 5:30 |

To calculate the *average hours per day:*

1. Convert the minutes of the actual hours worked to a decimal fraction of an hour. (See Table I.)
2. Divide by the actual number of days worked.
3. Convert the decimal portion of the quotient back to minutes. (See Table I.)
   Example: John Doe worked 431:55 during the quarter in which he actually worked 57 days. Divide 431.92 by 57 and the quotient will be 7.58 hours. Since .58 of an hour equals 35 minutes, the average hours worked per day for John Doe will be 7:35.

To calculate the *average hours per week:*

1. Multiply the number of *hours* by 5.
2. Refer to Table II for the equivalent of 5 times the number of *minutes*. (For those regularly scheduled to work 6 days, multiply by 6, and use Table III.)
3. Add the two results together to get the average hours per week.
   Example: In the case of John Doe above, 5 times 7 equals 35, and :35 times 5 equals 2:55—total 37:55.

To *total column 4:*

1. Total the *hours* and the *minutes separately*.
2. Divide the total minutes by 60, and add the results to the total hours. This will represent the *total hours per week* for your department.

To compute the *average hours per week for the whole department:*

1. Convert the minutes of the total hours to a decimal by referring to Table I.
2. Divide by the *number of persons* in the department (excepting those on a part-time basis).
3. Convert the decimal portion of the quotient back to minutes by referring to Table I.

In the case of John Doe referred to above, his time would appear on the Quarterly Summary Sheet as follows:

| Name | Actual Hours Worked | Actual Days Worked | Average Hours Per Day | Average Hours Per Week | Days Lost Due to | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | H | S | V | LA | O |
| John Doe | 431:55 | 57 | 7:35 | 37:55 | 3 | | 5 | | |

Once you have become accustomed to the use of these tables, we believe that you will like them and that they will simplify your task. We also believe that the chances of error will be minimized.

# Editorial Comments

## Biographies of Personnel and Industrial Relations People

In this issue is the first of a series of biographies of men and women in the personnel and industrial relations field. We begin with Mr. Samuel L. H. Burk, Director of Industrial Relations of the Pittsburgh Plate Glass Company. This is not because Mr. Burk is a leader in the field—as indeed he is. It is because there is something "different" about him. Those who know "Sam" will know what I mean. However, we promise you that most of the biographies will be about people of whom little is known. The criterion of selection is therefore, not fame but human interest. Readers are invited to submit such stories about men or women they know, in not over 500 words.

## Professionalism in Personnel

How the heck can it be a profession in the strict sense of the word when there is no agreement on whether it should be called "Industrial Relations" or "Personnel".

## Personnel Research

The requirements for research in personnel—'scuse, industrial relations—are no different than in the field of atomic energy, or anything else. Research in fields of science requires the experimental method. Remember what I said in this column in October? It is worth re-reading. I quoted Webster, who said that research is "1. Diligent protracted inquiry, and 2. Specifically, in science, a systematic investigation of some phenomenon . . . by the experimental method." There is not nearly enough true research in personnel and industrial relations. (I have to say them both lest someone think I'm not talking about *him!*) Many new things that require research and which employ the scientific methods for their effective use are unfamiliar to most personnel men (industrial relations men—if it kills me). How, for instance, can anybody claim to be fully qualified in the field if he cannot make effective use of employment tests, vision testing and correction, role-playing in training programs, give training to executives and others for faster reading, or have clinical evaluations of salesmen and executives made by qualified clinical psychologists? The trick is that all of these methods require specially trained people—of whom we must be cautious. But their importance is steadily growing, and it behooves all of us to become familiar with these new scientific methods, and properly careful not to *mis*-use them.

# Personnel Research

*Study of Executive Leadership in Business. I. The R, A, and D Scales.* By C. G. Browne, Wayne University. *Journal of Applied Psychology*, December, 1949, 33, 521–526.

The author assumes that executive leadership is a process of social and working relationships in a group. Therefore, he feels that studying these relationships is a more fruitful way to analyze executive leadership, than to try to measure personal executive traits by the use of psychological tests. Twenty-four top executives in a tire and rubber manufacturing company were studied using the R, A, and D scales devised by Stogdill and Shartle in their studies of naval leadership. The scores for each executive on each of the three factors provide a measure of the individual's evaluation of his own Responsibility, Authority, and his Delegation of authority to others. From their scores, these executives estimated that their responsibility and authority were greater than their delegation of authority. Patterns of leadership behavior were studied in relation to salary and executive level. This is one of the first attempts to express executive functioning and business leadership in a quantitative way. These same scales might be used in situations where executives would rate each other as well as themselves.

*The Prediction of Accidents of Taxicab Drivers.* By Edwin E. Ghiselli and Clarence W. Brown, University of California. *Journal of Applied Psychology*, December, 1949, 33, 540–546.

"The scores earned by 67 taxicab drivers on eight paper and pencil tests and an interest inventory, together with certain personal data items, were studied in relation to safety of operation. Accidents during the first five weeks of employment formed the criterion. Dotting and tapping tests were found to have the highest validity. Tests involving judgment of distances and of knowledge of simple mechanical principles yielded low validity coefficients. . . . Interest measures showed some promise, particularly for scales of occupational level and outside occupations. No significant relationships were found between the accident criterion and age, education, and previous driving experience."

The authors are careful to point out that their conclusions are merely suggestive. The usefulness of the paper and pencil tapping and dotting tests was confirmed by a study of street car motormen and their accidents over a period of eight months. They present some evidence to show that these simple tests are more useful than certain more elaborate measures requiring complicated apparatus.

*Journal of Applied Psychology.* Bi-monthly, $6.00 a year; single copies $1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W. Washington, D.C.

# The Editor Chats With His Readers

### Personalities

Sam L. H. Burk's first contact with personnel administration was made when he applied for his first job at an ammunition factory during World War I. Along with several other men, he was selected from the morning line-up of applicants by a foreman named McGovern. The foreman asked Sam if he could run a lathe. Sam, with confused visions of laths and plaster, and deciding that the difference in pronunciation was just Irish accent, answered in the affirmative. The foreman noticing the hesitation and the failure to ask, "What kind of a lathe?" passed Sam up temporarily. A few minutes later the foreman returned and asked, "Phwat's yer name?" This gave Sam his first opportunity to give a truthful answer so he said "Burk." McGovern's face lit up as he shouted, "Phwhoy the hell didn't ye say so in the first place? Git up to Shop 4 and go to work!"

Prior to deciding that a college education might make the earning of a better living easier, Burk worked as a shift tester in a sugar refinery, a shipfitter in a shipyard and as a freight yard brakeman for the Pennsylvania Railroad. He graduated from the Wharton School, University of Pennsylvania in 1924, having specialized in Industrial Management. His first post-college job was in the Industrial Engineering Department of the Atlantic Refining Company at its Point Breeze Plant. He left Atlantic in 1926 to take an office management position with the Curtis Publishing Company.

Late in 1928, he became a member of the staff of H. A. Hopf & Co., Management Engineers in New York City. In 1934, Burk rejoined The Atlantic Refining Company after a brief assignment with the Insurance Company of North America as a management consultant. He acted as Chief Job Analyst with Atlantic until 1945. During the War, he was loaned by Atlantic Refining to a number of war-time agencies and served in a variety of capacities on a part-time basis. He was Associate Chief of the Wage Administration Section Army Service Forces, worked with Training Within Industry, consulted on organization problems with the War Production Board, and served as an industry panel member of the Third Regional War Labor Board. From 1943 to 1944, he was loaned by Atlantic on a full-time basis to be Director of Public and Industrial Relations at Triumph Explosives, Inc., Elkton, Maryland. In 1945, he was made Director of Organization and Methods for The Atlantic Refining Company and served in that capacity until the end of 1946. In January 1947, he became Director of Industrial Relations for the Pittsburgh Plate Glass Company.

### Why the CIO is Driving for Pensions

The January issue of Personnel Journal carried a revealing story "How Unions are Run" by an anonymous author who has been a steelworker, mill foreman, labor organizer and is now Editor of a labor paper. In the light of this story it is interesting to watch the stories which appear weekly in the CIO News, the chief weekly publication of the head office of the CIO. The issue for December 26th contains the

following story under the title "Two Elderly Men and One Pension", with the sub-title "Simple Story of Security—and Insecurity—illustrates why CIO unions campaign for adequate pensions." After reading his story you can form your own opinion of the people who write stories with this kind of "slant".

### Unions Help Employers

The well known labor newspaper columnist, Victor Riesel, devoted an entire recent column to stories of how unions have cooperated in helping their employers. One story tells how Jack Potofsky of the *CIO Amalgamated Clothing Workers* is guiding his union in helping industry, by making business loans to small manufacturers through the two banks of the union, one in New York and one in Chicago. Another story tells how the *International Association of Machinists* have worked with the Consolidated Vultee Aircraft Corporation in recommending more efficient means of production. He tells how the *Columbia Rope Company* installed peanut vending machines, turning all profits over to the union to be spent in any way that the members wished.

Mention in Personnel Journal has been made previously of the efforts of the *Retails Clerks International Association, A.F.L. Union*, to help themselves by helping their employer. The Union has increased the amount of money they have appropriated for this purpose to $27,000. They say that the objective of the plan is to "protect jobs and keep the store sales up as insurance for future negotiations". The store has made available to the Union two display windows and has also given space to the Union for the establishment of a library dealing mainly with union and labor management objectives.

### Merit Rating

The Prentice-Hall weekly "Labor report" is a careful piece of work and contains much valuable information. However, whoever wrote the paragraph in the December 23rd issue under the heading "Personnel Practices—Measuring Employee Merit" is not well informed on problems of merit rating. Some of the information given is misleading. For example;

> "A merit rating plan also will show up trouble spots in a plant. For example, a quick analysis of merit ratings may show that *employees in one department rate lower in a particular characteristic than employees in another department*. Maybe the employees weren't adequately trained. Maybe their supervisors are at fault. Management has to do a little digging to find out what's wrong—but it's worth it". (Our italics. Ed.)

The trouble with this comment is that, with the rarest exceptions, ratings cannot be compared between departments. A low rater will always be low and a high rater will be high. Consequently, differences in rating levels between the departments usually signify that the raters have different standards. Such ratings cannot be depended upon to show that there is any difference between departments.

# Across the Editors Desk

*The National Records Management Council*, 100 Washington Square East, New York 3, N. Y. has issued, in cooperation with the *Research Institute of America*, a 4-page report on records control. The National Records Management Council estimates that over 50% of all records in the average office could be destroyed or stored elsewhere, with enormous savings in filing time, storage space and equipment expense. "It is understandable why so many companies hang on to carloads of useless papers. Back files are often in such a hopeless state that no one wants the job of weeding them out." The report goes on to give suggestions for working out a plan of disposal and storage of obsolete and old records.

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"CIO Steel Worker Trends" is the title of a *Management News Letter* issued semimonthly in four pages letter size. It is the purpose of this management news letter to provide special news and valuable background information on contract and wage negotiations in companies where the CIO United Steel workers are represented. In a recent news story, Cyrus S. Ching, Director of U. S. Mediation and Conciliation Service, is quoted as saying "Unions come into negotiations better prepared than employers. They have a more precise background of figures and facts. The "CIO Steelworker trends" is written to help correct this situation. It is available from Industrial Relations Service Bureau, 120 S. LaSalle St., Chicago 3, Illinois.

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*Management Abstracts* is the title of a monthly publication of the British Institute of Management, 17 Hill Street, London Wl, England. This contains detailed abstracts of current articles and books drawn from a very wide range of publications, including many American ones. The December issue for example, contains an abstract from "An Objective Test of Job Evaluation Validity" by Bernard H. Fitzpatrick, which was published in the Personnel Journal, September 1949.

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"Should Labor Arbitrators Play Follow the Leader?" is the title of a bulletin by the *Institute of Labor and Industrial Relations at the University of Illinois*. The bulletin is by William H. McPherson, Professor of Economics at the University and deals with the risk involved in arbitrators decisions which are based primarily on precedent.

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The Pamphlet Index is the title of a catalogue of small publications in social affairs issued quarterly at $1.50 a year by *Public Interest, Incorporated*, 227 East 57th St., New York 22, N. Y. The index contains brief abstracts from publications from a wide range of sources covering problems of labor, economics and politics, race, color and creed, problems in social policies, and others. The October issue gives a short abstract of the "Field review method of the employee valuation and internal placement" by Guy W. Wadsworth, Jr. which appeared serially in Personnel Journal in 1948.

"Mirror of your Mind" is a popular newspaper column written by Robert Gould, who describes himself as a consulting psychologist. A recent issue refers to an article by F. C. Smith which appeared in Personnel Journal. Mr. Gould begins with a title taken from the article, "Are White Collar Workers Hostile to Employers?" Not as much so as the industrial workers, says the article, whose author thinks that unions are primarily an emotional outlet and not the result of logical thinking. He says that white collar employees remain unorganized because "they have not hated the boss".

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*The Foundation For Economic Education* at Irvingon-On-the-Hudson, New York describes itself as a non-political research and educational institution, organized in 1946 for the purpose of publishing material devoted to "Truth in Economics, Political Science and Related Subjects". A small pamphlet has been issued recently containing a list of some of the publications of the Foundation.

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*The Personnel Club of Atlanta* was given first highest award for its entry in the three-year program based on "Preservation of the American Way of Life Through Good Human Relations in Day to Day Business Experience." This award was given by Freedom's Foundation Inc. of Valley Forge, Pa. A special presentation to the club was made in Atlanta in February at which time an honor medal and a check for three hundred dollars were awarded the Club. The Club issues a monthly bulletin. It contains a number of useful notes, several short articles and a bibliography of thirteen items on salary administration.

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*The Industrial Relations Research Association* is one of the newer associations of national importance. Proceedings of the first annual meeting held in Cleveland in December, 1948, have just been issued under date of December, 1949. This is a handsomely printed volume of 255 pages containing all of the addresses of the Conference. These addresses were made in groups under a group title. Some of these group titles were "Collective Bargaining, Wages, and the Price Level"; "Developments in Social Security"; "The Role of Various Disciplines in Industrial Relations Research". A directory of names and addresses of all members has also just been issued.

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An employee handbook with the title "Know the Ropes" has recently been issued by the *Southern States Cooperative* with headquarters in Richmond, Virginia. This has many of the familiar features of most employee handbooks, pointed up with cartoons and illustrations in two colors. An address by the General Manager tells new employees something about the organization and purpose of the Cooperative, which is described as organized to buy supplies for farmers and to market their products. The farmers for whom it operates own the stock of the Association, which in the most recent year transacted a total volume of business in excess of $100,000,000. The Cooperative also publishes "Southern Statesman", a newspaper-type employee publication issued bi-monthly.

"Stet," the house organ of the *Champion Paper & Fiber Company*, Hamilton, Ohio, always contains some interesting features. The December issue has a uesful article "Do Away with Waste Motion and Waste Materials and You'll Do Away with Wasted Money". This is the way Earnest Schmatolla, purchasing agent, Publishers Printing Company, New York, opens his address, made at the October 18 meeting of the Philadelphia Editor's group. These are practical suggestions in handling editorial material.

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*The California Personnel Management Association*, 870 Market Street, San Francisco 2, Cal., has issued three more transcripts of addresses made at the last fall meeting of the Association, each of which is available at one dollar. These are, "The Break-Even Point in Employee Relations" by R. G. Kenyon Vice Pres., Southern California Edison Company; "Increasing Production & Assuring Profits" by Leo Cherne"; "Management's Uncertain Position in Union Relations" by Robert Lippler.

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"The Lyon News" is a four-page tabloid newspaper-style employee magazine issued monthly by and for the employees of *Lyon Metal Products*, of Aurora, Illinois. The December issue is unusually attractive in red and green. This is a sprightly well-illustrated publication.

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The Weirton Steel employees bulletin is one of the best of all industrial employee magazines. The December issue contains a special eight-page supplement giving full details of the new joint contributory group insurance plan for Weirton Steel employees, which went into effect January 1, 1950.

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"Human Relations in Modern Business", described as a guide for action, and sponsored by American business leaders, has just been issued by *Prentice-Hall, Inc.* This is a handsomely printed book of 52 pages, whose content and purpose are indicated by the title. The further objective of the booklet is stated as "The Achievement of Good Human Relations within Commerce and Industry for the individual company or plant. This means that managers, supervisors, and wage earners must be well equipped with attitudes, understandings and habits that will make constructive, cooperative members of their working community. Under such conditions every one will have the chance as well as the means to meet his responsibilities and exercise his rights. All may, and most people will, unite to bring success to the entire enterprise". The booklet has been prepared by contributions from a long list of leaders in business, labor, religion and representatives of other groups. Some of the chapter headings indicate the nature of the discussion, including Man's Dignity and Industrial Employment, the Esteem of Others, the Instinct for Survival, the Demand for Security, and the Social Nature of Man. Copies are available from Prentice-Hall, Inc. 70 Fifth Avenue, New York.

"Your Work at the Tin Smelter," is the title of a new employee handbook issued by the *Tin Processing Corp.* of Texas City, Texas. This is a well-printed and effectively arranged booklet of 42 pages. The treatment is a little different than the usual conventional employees handbook. Some of the chapters are Organization Chart, Your Responsibility, Advantages Available to You, Other Things You'll Want to Know, and When Opinions Differ.

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"Salvation is not Free" is the catchy title of an address made in many places throughout the country by L. R. Boulware, Vice President of Employee Relations of *General Electric Company*, which has recently been printed in booklet form. One of the interesting things that Mr. Boulware says is where he quotes as follows: "A distinguished professor recently told me that he was beginning to believe that the missing ingredient in the business man's employee relations, community relations and public relations, summed up into one word 'Politics'. Of course he didn't mean party politics but he meant keeping a live interest in honest money, the importance of preserving our freedoms, such as freedom of choice, speech, worship and movement, and in general the insistence by citizens of sound economic behaviour by their representatives in government, in unions, as well as in business."

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*The Council of Profit Sharing Industries*, First National Tower, Akron, Ohio, has announced that if there are a sufficient number ordered, that they will reprint the addresses and round-table discussions of the second annual conference on profit sharing in industry.

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The *New York State School of Industrial and Labor Relations at Cornell* University has recently reported the conduct of a training course devoted to educating the workman to the realization of his responsibility for the safety of his own eyes. The course was held in cooperation with the Ithaca Gun Company, who report a reduction in eye accidents of 75% by means of a safety program built around the film. The film is called "To Live in Darkness" and is a moving picture produced by Twentieth Century Fox for the United States Navy and was the winner of the National Safety Council Award in 1945. It tells the story of three men who lost their sight through their own carelessness.

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"Pension Plans and Collective Bargaining" is the title of a recent bulletin issued by the *University of Illinois*. This 32-page booklet is available free upon request, additional copies 5¢ each, from the Institute of Labor and Industrial Relations, 704 S. Sixth St. Champaign, Illinois.

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"Lay-Off Policy and Procedure" is the title of the latest list of references from *Industrial Relations Section of Princeton University*. It gives abstracts from 13 publica-

tions on this subject. The leaflet is available at 15¢, from the Industrial Relations Section.

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*The Cleveland Public Library* issues "Business Information Sources". Single issues are 10¢. The issue for November 1949 lists a good many titles under the general heading "Social Insurance, Pensions and Other Benefits".

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"Your Job and Your Future" is the title of a 52-page printed booklet issued by the *School of Commerce at New York University*, Washington Square, New York 3, N. Y. The booklet is designed for business men and women to help them know how to plan ahead for their future. It is intended to answer the broad question "What Must I do to get ahead?" Copies are available in limited numbers to business executives for distribution to members of their organizations.

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"Through the Gates of 305" is the title of a new employee booklet issued by the *Butler Hospital*, Providence, Rhode Island. This is 26 pages printed in offset and written especially for the employees on the hospital staff. Mr. Arthur A. Almon, Jr. Business Manager of the hospital, writes "One of our aims was to mention the names of each and every employee of Butler, and in order to do this, we devised a system of separate letters to Santa Claus for each department or group of departments. With this in mind and guided by the feeling that the Christmas card is inadequate, this year each employee received a personal letter which was mailed to his home. The reaction to both of these innovations has been very satisfying." Hospitals in many parts of the country now are awakening to the importance of good personnel relations.

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One of the popular newspaper columnists, Danton Walker, recently had the following to say in one of his columns "*Ingersoll Steel Company* of Chicago is sending miniature replicas of checks to each employee reminding him that 15 of his pay checks for 1949 are going to the government for taxes and that 30% of the total national income is going for the cost of government."

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Glenn Gardiner, Vice President of the *Forstmann Woolen Company*, recently made an address before the New York Personnel Management Association in which he said "The real test as to whether or not a personnel department is doing harm or good is to ask whether that department is adding to or subtracting from the prestige of the supervisor in immediate contacts with the rank and file employees. Personnel people must perform their good works through the line of supervisors—not over their heads".

# Book Review

MANAGEMENT CONTROLS FOR FOREMEN AND SUPERVISORS. By Harry J. McCaully, Jr. New York: Funk & Wagnalls Company, 1948. 213p. $2.65.

A random quotation or two from this book will display the intent of the author in writing it. "It has always been the author's belief that a knowledge of the operations and problems in all operating divisions of an industrial enterprise will assist foremen and supervisors to do their own jobs with greater ease. . . . . Most training programs which have been developed recently for foremen and supervisors have concentrated on the industrial relations phase of industry." These statements seem to justify the book. The first statement is taken from the preface and the second is from the chapter on training of foremen and is near the end of the book. The contents is between pertain to the various aspects of management controls; namely, production, material, purchasing, industrial engineering, quality, financial, and budget. There is proof enough that the author has stuck to his intent from beginning to end and he has done an excellent job.

There is no question that foremen and supervisors who have the general knowledge of the controls set forth in this book will be progressive and efficient supervisors. The real question is how to get this knowledge to all foremen so they can put it to practical use. The author suggests the various well-known methods of training foremen such as meetings, conferences, discussions and lectures, but he recommends training foremen by having them write manuals. This will be the means of transferring information to the supervisor, with discussion periods taking the place of lectures.

The idea has merit but those who have worked with foremen and supervisors will recognize the similarity to formal schooling which most such men dislike. The plan would work with young college-trained supervisors but such men are the exception in industry today.

The book is well organized and well written and is a valuable addition to the literature on industrial supervision.

Lawrence G. Lindahl,
Personnel Director,
The Todd Company, Inc.
Rochester, New York.

## SITUATIONS WANTED

PERSONNEL MANAGER: Now employed, wants job with company interested in building sound employee relation. Experienced in labor relations, job evaluation time study and training. Excellent health. 36 years old. Go anywhere. Box 88, Pers. Jour.

PERSONNEL WORK: Recent honor graduate with B.S. Degree in Business Administration desires beginning position in personnel field. Long-Range Opportunity more important than initial salary. Age 25. Illinois Resident. Willing to settle elsewhere. Complete personal data on request. Box 89.

INDUSTRIAL RELATIONS DIRECTOR: Now employed assistant multiplant company. Desire smaller firm N. Y. C. metropolitan area. Desire firm seeking sound, realistic employee relations. Experienced: Collective bargaining locally, areawise and industrywise: supervisory training; personnel; safety; grievance and arbitration procedures, thoroughly familiar with basic CIO and AFL Pension and welfare plans. A.B. and LL.B. degrees. Member N. Y. bar. Salary open. Available March 15th. Box 90.

MEN FOR MANAGEMENT—THE NATIONAL JOB CLEARINGHOUSE selects the best by modern testing and screening methods. Productive employees mean profits. Employers use this national personnel service to find them. Write: Poughkeepsie, N. Y.

PERSONNEL ASSISTANT: 4 years administrative and supervisory experience with personnel duties in job analysis, evaluation, selection and training. Have assisted in compilation of national wage survey data. B.S. degree; M.A. nearly completed. Experience primarily in clerical field, but also anxious to secure industrial experience. Will relocate. Age 27. Box 91.

PERSONNEL DIRECTOR: Wants position with company interested in building sound community relations. Trained in operation of Polygraph (Lie-Detector), now widely used in personnel consultation. At present Police executive in large mid-western city. 9 years police experience. 6 years previous experience in industrial plant. Trained in identification, investigation, safety public relations, records, photography, personnel training, law. Age 34, married. Excellent references, Box 92, Pers. Jour.

PERSONNEL ASSISTANT: Psychology M.A. with studies and thesis on industrial training. Courses in Time and Motion Study. Personnel and Business Administration and learning theory. 4 years experience in industrial work. Personnel experience limited to army administration position, therefore nothing to unlearn. Desire an apportunity to learn personnel work. Detailed resume on request. Box 93, Pers. Jour.

PERSONNEL ASSISTANT: 31 years old. BA in Industrial Psychology and graduate work in Industrial Psychology and Industrial Engineering. Five years experience in all phases of personnel work, including testing, test construction, personnel records, placement, personnel control, and statistical research. Have also experience in motion and time study, methods engineering production control, and inventory control. Experience in manufacturing plants ranging from 120 employees up to 18,000. Minimum salary to start should be commensurate with responsibilities and job future. Box 94.

PERSONNEL ASSISTANT: Young man 34, A.B. Sociology, one year graduate school of social work. A.M. Vocational guidance and personnel administration. 3 years family and psychiatric case work, teaching experience. Position desired within commuting distance of New York City. Box 95.

PERSONNEL OR TRAINING ASSISTANT: Interested in industrial personnel and training work. A.B. Degree. Completing M.A. degree in Industrial Psychology, specializing on personnel selection and industrial training. One year experience as Training Director in a trade school. One year experience as Veterans Administration Officer. Three years experience as Training and Educational Services Officer in U. S. Navy. Want to get started and advance in the industrial personnel field. Box 96.

## HELP WANTED

INDUSTRIAL PSYCHOLOGISTS. Immediate part-time assignments in Atlanta, Boston, Cleveland, Dallas, Detroit, Houston, Indianapolis, Jacksonville, Knoxville, Los Angeles, Memphis, New Haven, New York, Oklahoma City, Pittsburgh, San Francisco, Schenectady, Seattle and St. Louis. Preemployment testing. Hours can be arranged so as not to interfere with other work. Remuneration on liberal hourly or per diem basis. Write at once to Charles E. Hill & Associates, Law Building, Richmond, Va.

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# PERSONNEL
## Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, Edward N. Hay. Secretary, D. D. Hay

*Volume 28* *Number 11*

## *Contents for April, 1950*



Edward N. Hay, *Editor*

D. M. Drain, *Circulation Manager*

# Conference Calendar

APRIL

18–19 *California Personnel Management Association.* 23rd Pacific Coast Management Conference. E. Van Every, 442 Flood Bldg., San Francisco 2, Calif.

21–23 Cleveland, Municipal Auditorium.
*National Office Management Association.* 31st Annual International Conference and Office Machines and Equipment Exposition. 132 West Chelten Ave., Philadelphia 44, Penna.

25–29 Chicago. Hotel Sherman
*American Association of Industrial Nurses*
Miss Hazel Beck, R.N., 540 Michigan Ave., Chicago, Ill.

22–29 Chicago. Hotel Sherman
*American Association Industrial Physicians & Surgeons*
*American Conf. Governmental Industrial Hygienists*
*American Industrial Hygiene Association*
*American Association Industrial Dentists*

27–28 Montreal, Canada. Mt. Royal Hotel.
*Canadian Industrial Trainers' Association.* Annual Convention. J. G. Atkinson, care Canadian Industries Ltd., P. O. Box 10, Montreal, Quebec.

28–29 Houston, Texas
*Southwest Area Conference on Industrial Relations.* P.O. Box 139, Houston 1, Texas

MAY

18 New York City. The Waldorf-Astoria.
*National Industrial Conference Board, Inc.* General Session of Associates.

20–21 New York, Hotel Statler.
*Society for the Advancement of Management.* Fifth Annual Time Study and Methods Conference. 84 William St., New York 7, N. Y.

One of the most important responsibilities of top management is to see that competent supervisors are appointed and that they are given every possible opportunity to improve themselves. Here are some sound ideas about helping supervisors improve their performance.

# Development of Supervisors

By Forrest H. Kirkpatrick,
Bethany College.

There is no magic formula for a supervisor to use in telling employees what to do, but there are important foundations for relations between supervisor and employee. Interpersonal relations and emotional tone are involved in successful supervision. These are much more important then the words or actions that are used in any specific situation, although these in turn act as background for some future situation.

All levels of supervision should be taught human relations. There has been considerable emphasis on this teaching to the first-line supervisors. There are numerous examples to show that supervisors can improve through appropriate training and practice. But if intermediate and top supervisors are not also trained in human relations, the improvement that comes to rank-and-file employee relations through the first-line supervisor is sharply limited.

## People Enjoy Working Together

Supervisors should be taught to be aware of the importance of group relationships. People get pleasure from doing things together. Sometimes relationships are built up which are important to employees but do not conform to the formal organization chart. When organizational changes have to be made, consideration should be given to the disrupting effect that these will have on groups and an attempt should be made to maintain effective team spirit.

Supervisors need to be aware of group attitudes. People are reluctant to make changes unless they are persuaded that these are proper. What is viewed to be proper by management is often determined by logic; but sentiments, feelings, and customs largely determine whether the employees can and will accept the change. A group at work will be willing to change a procedure most readily when the change has been developed within the group and when they feel that it grows out of their own judgment and feelings.

Top management needs to be aware of the extent to which the first-line supervisor is in the middle. For the first-line supervisor to be effective, he has to be considerate of the attitudes and customs of the working group, as well as of the demands and logic of top management. In large industrial organizations the channel of communication in each direction is often ineffective. Management needs to be careful that employees know the objectives of the top, and it also needs to be careful to know the attitudes and thought patterns of rank-and-file employees. It does not learn these through the usual line of communication.

## Cooperation between Supervisors and Personnel Department

There is also great need to bring about closer and more whole-hearted cooperation and coordination between supervisors of all grades and the personnel department. Grievances and other labor relations friction result, from supervisors' mistakes of judgment, inaccurate interpretations of company policy, departures from established policy or practice and disinclination to seek advice and assistance. Then too, personnel departments frequently are reluctant to follow up supervisors as closely as they should in labor matters because to do so irritates supervisors and often produces ill will.

In planning a supervisors' training program, it would be well to include in the program a thorough treatment of the supervisor-personnel department relationship. I would cover at least four phases of that relationship.

1. *The objectives and function of the personnel department*
   We would cover these in such a way as to lead up to the conclusion that the personnel department's job, as a practical matter, is to recruit, develop and maintain a working force able and willing to do its work.
2. *The personnel objectives and functions of the supervisor*
   We would cover this in such a way as to reach the same conclusion for the supervisor, namely, to develop and maintain a working force able and willing to do its work. On this basis we would endeavor to convince the supervisor that in labor matters the personnel department is his partner and not a competitor, nor an intruder, nor a "policeman".
3. *A clear picture of the personnel department services and assistance*
   We would relate these services and assistance to the supervisor's own objective as to developing and maintaining a working force in his department able and willing to do its work. .
4. *In personnel or labor matters the only thing that is really important is to make the the "right" decision, make the "right move", the first time*
   We would endeavor to convince the supervisor that no man ever loses prestige or status or authority by making the "right" decision, irrespective of whether he arrived at the decision on his own or whether he sought advice and assistance; that it is far better to be "right" with assistance than "wrong" on his own.

Sometimes the foreman does not give active support to the personnel program. Here is the story:

| *Complaint* | *Solution* |
|---|---|
| 1. "Management does not consult me regarding matters that affect me, my work, my people." | 1. Hold regular foremen meetings with top management and personnel officers on these matters and also individual conferences. Send foremen to outside management conferences. |
| 2. "I do not get cooperation from personnel department." | 2. Improve or enlarge personnel department to improve cooperation. |
| 3. "I'm not told the reason behind the policy." | 3. (See Solution No. 1.) |
| 4. "Personnel gives me poor help and expects results." | 4. Permit foremen to reject applicant if not suitable. Improve selection, induction, and training. |
| 5. "Personnel tells me what to do with employees but has no responsibility for the outcome." | 5. Personnel officer must remember that his department is a service department without line authority. |
| 6. "I resent change and direction." | 6. (Solution No. 1) and discussion of changes in policy. |
| 7. "I lack knowledge of company policy." | 7. (Solutions Nos. 1 and 6.) |
| 8. "I do not feel responsible to cooperate with personnel department." | 8. Personnel department and top management must sell foreman on value of personnel program to him. |
| 9. "I lack confidence in personnel department and program." | 9. (Solution No. 8) Send foremen to outside management conferences. |
| 10. "Personnel department is too soft. They undermine my authority." | 10. (Solutions Nos. 1 and 8.) |
| 11. "Personnel department has taken over part of my job, such as hiring, firing, disciplinary action, promotion, etc." | 11. (Solution No. 8.) |
| 12. "Personnel gives me too much paper work." | 12. Simplify forms, procedure, and policies. (Also Solution No. 8.) |

Summary of remarks delivered at special Conference on *PROFITABLE PERSONNEL POLICIES* in observance of the tenth anniversary of the Industrial Relations Section at California Institute of Technology, Pasadena, California, on July 21, 1949.

(*Continued from page 433*)

*Francis M. Bogert* is a graduate of Wharton School, University of Pennsylvania. He was Staff Correspondent of "Wall Street Journal" in Cleveland and Detroit bureaus for nine years, prewar and postwar, which was interrupted by two years of wartime military service. He spent two years as Detroit representative of a New York public relations firm and started his own corporate public relations-publicity business last year.

*John M. Allaman, Jr.* holds a degree from Vanderbilt University. His major in college was Psychology with particular emphasis in the field of personnel. After returning from overseas was appointed personnel consultant with the Army. Before assuming duties as personnel director with Dempster Mill Manufacturing Company, Beatrice, Nebraska he was in the personnel department of a large industry in Kansas City, Mo.

This entertaining story describes the influence in business of three kinds of human customs: *Folkways*, *Mores*, and *Taboos*. Dr. Laird writes from the point of view of a teacher-psychologist who has had a great deal of industry experience.

# Customs Are Hard To Change

By Donald A. Laird,
"Homewood," Lebanon, Indiana.

An American clock manufacturer sent one of his best branch managers to open up business in China. Since the big market for clocks in the U. S. came from gift sales, he tried in China to promote their sale as wedding gifts. Chinese merchants were horrified, since it is considered an insult to present one with a clock in China. The Chinese word for clock sounds very similar to the word for death, and a gift of a clock is looked upon as a subtle way of wishing the recipient were dead.

When an American company opened a soda pop bottling plant in Siam, they had Buddist priests conduct the opening ceremony and bless the plant. Otherwise they could not have sold their product.

Strange oriental customs? Not so strange, nor so oriental. Try selling coffee which contains chicory in Chicago. Or try selling coffee without chicory in New Orleans. Might as well try opening church services singing "Hail, Hail, the gang's all here!" Some things are "appropriate," and other things are "not appropriate", but all customs are hard to change.

Folkways are routine habits of life which we "catch" from our groups. They are folks' ways of doing things. An oriental folkway many thousand years old makes Chinese eat with chop sticks, while our folkway calls for knives and forks. Our folkway of using a fork is relatively new; George Washington used a two-tined fork just to hold meat while cutting it, not to raise food to his mouth. Coffee for breakfast is a folkway, so is afternoon tea or soda pop.

Folkways make people in the same group dress alike. Manners, customs, and fashions are folkways. "When in Rome, do as the Romans do" simply means that the wise person follows the folkways of the group he is associating with. If we dress differently, or have different manners, we are on the outside looking in. We strike the group as being eccentric; and their customs seem senseless to the outsider. There seldom is any sense in folkway customs, but they have a lot of power.

Many seeming racial differences are nothing more than different folkways. It is an army folkway to salute officers. In some firms it is a folkway to call the boss by his first name, in other firms "Mr." is the folkway.

The folkway causes members in some groups to sneer at the man who follows safety precautions as a fraidy-cat. It is a folkway in other groups to taper off work half an hour before quitting time. Such folkways cannot be changed by posting notices or listing penalties. Group ways have to be changed gradually, and usually through the unofficial clique-leader.

## The Penalty of Being "Different"

Charles was a young business graduate from Boston, who took his first job in the midwest, so he could see the country. He was kidded because of his Boston folkway of pronouncing "half" with a very broad "hawlf." It took him about a month to learn the midwest folkway of pronouncing it "haff." He felt more at home with the new group when he had acquired some of their language folkways.

But he drew the line at grammatically incorrect folkways, such as the prevailing "he don't." He tried correcting some of his fellow workers, and they froze on him. Then he made a deal with his lead-man; Charles promised to say "ant" in place of "a*u*nt," if the lead-man would say "he does not." It was a deal, and shortly the entire gang was following the lead-man in saying "he does not" rather than their previous folkway of "he don't."

Folkways are changed easier from the top down, than from the bottom up. Change the person the group imitates or follows, and you change the group.

*Mores* are folkways which have become moral customs. Going to church on Sunday is a moral custom for some, but other groups think Friday or Saturday is the time to go to church. Our moral custom calls for one husband, or wife, at a time, but other peoples have different ideas about this. We think it right to own property as an individual; some groups have a different idea.

Even within one city mores vary widely among different groups. In one company workers feel they are doing good deeds when they punch the time clock for those tardy or absent. In another firm, workers think it all right to appropriate company tools and materials for their own use at home. Exaggerated claims are considered proper by some salesmen. Until Wanamaker and Macy stores were started, the mores allowed one to charge all one could get, prices varying from customer to customer.

Like manners, mores change from generation to generation, reflecting changed group attitudes. Recall the shifts you have observed in attitudes toward divorce, lipstick, and women smoking in public. Changes in public opinion are just shifts in the mores of larger groups. These shifts are usually slower than molasses in January. Duelling was several generations becoming obsolete. It took a couple hundred years for women's smoking to be approved, and it is still under taboo by many groups.

## The Power of Taboos

*Taboos* are restrictions on conduct which are imposed by group membership. These prohibitions are closely related to mores, though not always. The Chinese

do not eat cheese, for instance, because it is rotted milk. And there are millions who will not eat beef because the cow is their sacred animal. Some groups are vegetarians for religious reasons, others for aesthetic reasons.

Many taboos have concerned women. Elizabeth Blackwell was the first woman to attend medical school, and the men students objected. Women drew their skirts to one side as they passed her on the street to avoid touching this female monster. No boarding house would serve her meals. Was that back in the Middle Ages? She received her medical degree in 1848—Blackwell Hall at Hobart College is named in her honor. Taboos do change.

But taboos, or "the times," change slowly. Dr. Bertha Van Hoosen was appointed professor at the University of Illinois Medical School in 1894. She was thirty-one, a woman, and red-headed. The students expressed the taboo they felt for women medicos by refusing to attend her clinic. But Dr. Bertha was a practical psychologist as well as skilled surgeon. From North Dakota she imported a rare case, the likes of which had never been seen in Chicago. She paid the expenses of the pathetic patient herself. Word of this rare case spread through the hospital like a prairie fire. Students left other classes, deserted laboratories, and gray-bearded male professors, to see the demonstration of this rare condition. For three hours her clinic was the liveliest place in town. The red-head had buried their taboo against "hen medics" in the avalanche of their curiosity.

Taboos kept women out of office work until 1862, when a central New York banker, General Francis E. Spinner, was the U. S. Treasurer. One of the tasks in his office was the trimming of paper money, by hand. About twenty men were employed in this work, but the man-power shortage during the War Between the States produced a labor shortage in money trimmers. General Spinner asked Lincoln's permission to hire Jennie Douglas to cut paper money. She became the first woman government office employee. In October of the same year seven other women went to work for the treasurer, cutting and counting money. The taboo was disappearing due to the crisis.

Now women have displaced men in many office operations to such an extent that it is almost impossible to find a male stenographer. Soon we may have to drop the term business-*man* and use the more inclusive phrase business-*person*. For taboos do change, though slowly. A dramatic situation, like Dr. Van Hoosen's rare patient, or a crisis, can hasten the change.

## Artificial Taboos Don't Always Work

Taboos imposed by groups are deeply impelling in their influence over members' conduct. The prohibition a company tries to impose against smoking during working hours lacks the force of a taboo, however, because it comes from outside the group. Don'ts from the boss are about as effective as laws against mountaineer moonshiners. But a don't from the group has the force of a command direct from heaven. A don't posted on the bulletin board is not a taboo—it is just an irritation to be evaded.

Some of the bloodiest labor strife has been the result of bulletin board attempts to impose taboos. Pullman's industrial village, for instance, was a model for its day—yet soon after completion it was the scene of a frightful strike. Taboos in the use of buildings, which Pullman tried to impose autocratically, were the cause of the rebellion. Those artificial taboos changed the workers in the model homes into a resentment group.

Many company policies amount to artificial taboos. Unwritten taboos, which are not in the book of rules, are usually accepted better. For a time I was with an advertising agency which advertised a make of automobile that did not serve my personal needs, but like everyone else in the agency I did not dream of owning a competing made.

The introduction of new products is often slowed down by public taboos. It took Gillette five years to sell the first seven safety razors. The safety razor was under taboo because it was considered sissy. Enormous expenditures for advertising are necessary to change taboos. Many good products die aborning because the company did not have funds for enough advertising to change the taboo against change.

Taboos related to business practices and vocations are often crystallized through trade or professional associations. Codes of ethics, and price maintenance, are examples. Taboos which originate in such associations usually have more power over individual behavior and thinking than government laws and rulings. This is because the trade association taboos come from one's own group, while the laws and regulations are imposed autocratically by others.

Taboos sometimes become expressed as laws. When Seth Thomas started his clock factory, only white males who owned real estate could vote in Connecticut and most other states. It was not until 1845 that Connecticut dropped the requirement of owning property to qualify as a voter. The color line was not dropped until 1876. And women were not permitted to vote until woman suffrage became general throughout the country in 1920.

So, don't try to impose new working rules or arrangements on your working force without giving a lot of thought to their reactions to the new ideas. There are many ways of preparing for the changes and it will be much esaier to gain acceptance for them if careful thought is given beforehand to the workers' point of view and to present customs.

(*Continued from page 401*)

*Keith Davis* received his Masters degree Business Administration at the University of Texas after which he became personnel specialist with the Howard Hughes Industries. He served as base civilian personnel officer with the Army Air Forces during the war. Has done graduate work at Ohio State University and is now Associate Professor at the University of Texas. He has also done some consulting work in management.

*George W. Taylor* holds a degree from the Wharton School, University of Pennsylvania and a Doctor's degree from the University of Pennsylvania Graudate School where he is Professor of Labor Relations. He has served as impartial chairman for the hosiery industry and the men's clothing industry. He was also impartial umpire for General Motors and United Auto Workers as well as Chairman of the National War Labor Board.

One of the problems in making job evaluation plans work efficiently is getting the supervisors to accept them. The most effective way of selling such a plan is to get the supervisors to discuss it and thus to sell themselves. Here is a description of how this is accomplished.

# Supervisory Acceptance of Job Evaluation

By Dallas L. Belcher, Industrial Extension Service,
A & M College of Texas

When I was a youngster, I had a strawberry roan horse named "Frank." My job each morning before school was to take Frank down to the well and pump a pail of water for him so he could drink. One one occasion I remember I was in a particular hurry. I wanted Frank to drink quickly! Being in a hurry and noticing that the pail still had some water in it from yesterday, I offered him that. He refused. Assuming that he didn't like stale water, I emptied it out and pumped him a fresh pail, still no sale. By that time, I was desperate and having a couple of lumps of sugar in my pocket I put them in the water as an inducement. I even tried sugar coating the proposition, without success. There was just one thing missing. The reason Frank didn't drink was because "He wasn't thirsty."

I wonder how many of our Job Evaluation plans have been stymied because the supervisors on the job weren't thirsty for them.

## Do They Want It?

We could probably stop right here if this little story were taken seriously enough. However, it might be helpful to examine some of the implications of the philosophy involved, so let's look at the problem from another angle. It may cost from ten to twenty thousand dollars to set up a complete job evaluation system depending on the size of the plant. If we were going to purchase a production machine say for $10,000 the chances are that we would spend some time investigating it, getting it equipped for the specific job we have for it to do, then getting it installed just right and seeing that everyone who is going to use the machine knows its strength, weaknesses, limitations and everything that can be expected from it. Someone must know all the places to oil it and to adjust it to get maximum service

out of the machine. We don't just go to the department head or the operators who are going to use the machine and say, "Here it is. Use it."

Again the parallel is clear. Do we go to the same length to be sure that everyone who uses this $10,000 job evaluation machine knows all its strengths, weaknesses, applications and benefits?

The chances are if we as management had seen the need for this production machine before the Department head had we would have gone to him and made him thirsty for the machine. We would have given him a picture of what the machine would do for him, how it would ease his load, and do the work better. Our job evaluation machine needs even better selling because all of the benefits are not quite as tangible as a production machine. Lack of thirst for the job evaluation program on the part of the supervisors has bogged down many a good program that management has tried to install.

## An Expensive Machine Not Used

We ran into an instance illustrating this point not so long ago. A large company hired an accounting firm to go over their accounting procedures and develop a system which the company could use. The accounting firm did a beautiful job; they worked out a system which was much simpler and easier to maintain than the old way. It gave more accurate results and was all-in-all a satisfactory fulfillment of their contract. But it didn't work. It bogged down completely; the supervisors who were supposed to use it were afraid of it. The old way, although more complicated, seemed easier to them and the new procedures got shoved aside; a $15,000 machine standing idle.

We were called in on the problem and after analyzing the situation we found that the people who were supposed to use the system didn't understand it and as a result didn't use it. A series of conferences were set up, the supervisors studied the new method, the reasons for it and the benefits to be gained. They were also trained in the new methods. They were sold on the new system.

Result! It was accepted and is in use today and they are happy with it. Why? They understand it! All the improved systems in the word will be of no value if the supervisors who must put them into operation do not understand them.

If we want our job evaluation programs to be accepted in our plants we are going to have to do a complete job of selling the supervisor. He is going to have to want it badly before it is given to him and our job as management is to create that desire.

## Develop Disadvantages and Advantages in Discussion

In order to keep our discussion on a practical basis let's list some of the advantages that will make a supervisor want a job evaluation program. What do we have that will make him thirsty for Job Evaluation?

Helps him discuss promotions more intelligently
Gives a guide for development of his men
Provides an understanding of the wage structure
Makes it easier to get pay increments when deserved
Establishes men's status on common ground
Provides written policy
Provides uniform treatment for job values
Clarifies lines of authority
Provides an organized basis for training
Forward step toward scientific supervision

We of the Industrial Extension Service feel that selling the supervisor on the need for training is so important that we spend the first eight hours of our introductory 20-hour course on the need for training their workers. We feel that it pays off.

Here is a tip; selling our supervisors the Job Evaluation idea is easier if we use the conference method. We recall that the heart of the conference method is that a group of 10 to 15 people are seated around a table discussing a common problem under the guidance of a leader who knows the answers but who skillfully guides the group to suggest the right answers themselves. These answers are recorded on the blackboard so that the group members can study them and come to the right conclusion. We can get them to accept a worthwhile project easier this way because they decide for themselves that the idea is good.

## Letting Them Convince Themselves

A short time ago a group of young supervisors in a laundry decided that they wanted to do their own hiring. They went to the superintendent with their idea but instead of just saying "no" and increasing their discontent the superintendent called all the supervisors into a meeting and asked them to give all the disadvantages of centralized hiring. As they gave the list he wrote each one on the board under heading, "Disadvantages." The statements made an impressive list. Then on the other side of the board he wrote the heading "Advantages." At first only a few advantages were advanced but by skillful questioning the superintendent began to draw out the advantages until that column far outweighed the disadvantage column. One of the young supervisors got up and said, "Boys, I'm sold on central hiring." The problem hadn't changed but the attitude of the supervisors had.

Let's see how this conference method will work in selling our supervisors on the advantages of job evaluation. When it is mentioned around that we are going to put in a job evaluation system, what happens? Immediately objections are raised; all the reasons thought of as to why it won't work. The conference method takes advantage of this characteristic like the skilled Judo master who, when an opponent strikes at him, skillfully wards off the blow but uses the momentum of the opponent to defeat him. We take the force out of the blow by having the criticising supervisors voice all the disadvantages. Lots of these statments when brought out into

the open and listed on the blackboard aren't as impressive as they sounded at first. There is also the good effect of getting it off one's chest.

### Compare Disadvantages With Advantages

What are the disadvantages which supervisors give to adopting a job evaluation program? What objections do they raise?

Favorites lose out
Requires paper work
Regimentation
Takes away personal prerogatives
Might check upon supervisor's position or ability
Might rob him of overskilled men
Fear that evaluation may not be fair
Changes old way of doing things
Too busy to bother with all the red tape

This method of weighing advantage against disadvantage with adroit handling can tell any worthwhile idea. We see then that our first job and the first step in a supervisor training program is:

I. Sell the supervisors
 Make them "thirsty" for it
 Show advantage to them
II. Give basic background knowledge
 Show where the supervisor fits in
 What does the supervisor need to know
III. Show how to use job evaluation
 Apply to their own job
IV. Follow up
 Have supervisor explain job evaluation to his workers

When we consider merit rating two more factors come into the picture. The supervisors need considerable additional training if they are going to make effective use of merit rating. They must learn to rate their employees objectively. They must then be able to discuss this rating constructively with the workers whom they have rated.

### Sell Merit Rating in the Same Way

The same plan of attack can be used in training the supervisor or merit rating as was used on job evaluation. In order to follow this plan the first conference will bring out the advantages and disadvantages of merit rating. This will sell him on just what merit rating will do for him in his department.

To go into step II (Give basic background knowledge) of our training plan one item of the company rating scale can be developed on the board to show the supervisor how the rating scale was developed and what it means.

For instance, we might take the general rating for "attitude" from the company rating sheet. Assuming that the rating sheet has five divisions, it is well to start with the best rating and draw from the group of supervisors the statements, "always boosts company, leader in employee activities, invites criticism" or the same thought in similar words.

After the "best" rating has been developed, then fill in the poorest rating, again by careful questioning drawing the responses: "argues, disregards instructions, violates rules, criticizes company" from the supervisors.

The middle rating is then developed to get the responses: "meets others half way, likes his work, no discipline problem." The other two spaces of the rating scale are developed as about midway between the extremes and the middle one.

Then when the supervisors are handed the company rating form and recognize their own responses there is a feeling of acceptance for the rest of the items on the sheet. If any points are questioned, they may be developed the same as the item on attitude. This usually results in complete acceptance.

Here is where we can make the supervisor realize the value of this form of rating scale because through its use he will have something concrete to talk about with his worker in the counselling interview.

The chances are that very few supervisors have ever had any training in conducting a counselling interview with a worker. Most supervisors look on an interview such as this with dread and as a result they will avoid it if they can. The worker may never know how he was rated and thus much of the effectiveness of the rating will be lost. By using the rating scale the supervisor can enter the counselling interview with more confidence. A two to four-hour course for the supervisors in counselling interview techniques with a chance for each to practice a short interview, will do wonders to remove this dread and will also make the interview more effective.

In order to gain the greatest acceptance and widest use of job evaluation and merit rating in our plants we must

I. Sell the supervisor
II. Give basic background knowledge
III. Show how to use the plans
IV. Follow up

From an address at the Second Annual Management Experiment Conference, The Agricultural and Mechanical College of Texas, College Point.

Here are three more short articles describing ideas that have proven practical and which may be applied in other places.

# Three Short Articles

## 1. A Snack Bar in the Office

By Charles E. Kinsey,
Union Trust Company, Baltimore.

The Snack Bar was started primarily to serve the employees of our bookkeeping department. After it was decided that we would have a Snack Bar the matter of a name was turned over to our employees' organization known as the Union Trust Club. The Club conducted a contest open to any member to submit appropriate suggestions. The winning prize was two tickets to a professional football game here in Baltimore. We received a considerable number of suggestions and the final name selected by the Committee in charge was "Pick Quick Bar." The Snack Bar has been functioning now for approximately three years under the supervision of the Union Trust Club who appointed a Committee consisting of at least one employee from each floor of our Main Office building.

The bookkeeping department has approximately 90 employees but the Snack Bar is open for the use of our entire personnel totalling about 250 in the Main Office. The Bar is open on all working days from 7 a.m. to 3 p.m. and operated by one employee furnished by the caterer. The hours were selected primarily to give service to the girls in the bookkeeping department who normally start work at about 8 a.m.

It is operated as a concession by one of our local caterers who pays us 1% of gross sales. This money is turned over to the Union Trust Club to be used for the benefit of all employees. The bar is primarily a quick lunch affair—serves cold sandwiches, pies, cookies, milk, ice cream and light salads. The only hot items served are coffee, tea or chocolate. There are no restrictions on its use except the employee must make his purchase and move on as there are no eating facilities near by. The Pick Quick Bar occupies an area of approximately 10′ x 10′.

Up to this point we have found no outstanding disadvantages—the only one that comes to mind is that when we originally opened the Snack Bar the dispensers of food in the immediate neighborhood complained that we were taking business away from them. But after they received detailed information on our small operation they were willing to go along with us.

Looking back over the situation, we have found many advantages, such as the constant use that was previously made of our porters in running errands to pick up

coffee and sandwiches for the many employees in our building. It has also saved our employees considerable time inasmuch as most of them are on a one-half hour lunch schedule. It permits them to buy a quick lunch, eat it in the building and get back to work. Of course, we do find that in bad weather the facilities of the bar are put to much greater use.

There is no doubt in the minds of those of us who have had part in the operation of the Snack Bar that it has proved advantageous in saving of time and money both for the bank and employees.

## 2. Keeping the Gals Happy

By Francis M. Bogert,
Soss Manufacturing Company Detroit.

Some companies became first-time employers of women on production lines during wartime. They soon found that harmonious relations required close attention to the little things. But getting along with women is "old hat" at Soss Manufacturing Co., Detroit, a leading manufacturer of hinges for automobiles, furniture and general building purposes. Nearly 200 employees in the Soss plant are women.

How does the company deal with its women employees? Charles J. Soss, president, supplies the answer. "Keep 'Em Happy and Contented" is the motto—and that's just what is being done. This catering to the girls has paid off productionwise, too. Women employees at Soss perform a wide variety of metalworking operations. Their average age is thirty-five years. About 85% of them are married.

With factory women apparently here to stay, some of the things Soss has learned about satisfying feminine whims and fancies during a quarter-century should be helpful.

1. Women in factories are just as vain as their bridge-playing sisters at home! While at work they'll tolerate grease-smudged faces, but at day's end they want to primp and preen. So the company has installed a half-dozen, extra large, chrome plated mirrors in its women's rest rooms.

2. Women like locker room facilities to be spacious and spic-and-span! So the 2,000-square foot locker room area for women has plenty of space for hats, shoes and clothes. And there's a full-time matron whose sole duty is to keep the place clean.

3. Women want plenty of hot water for cleaning up after the day's work, and they insist that it be hot! So the hot water in the women's rooms is kept hotter than elsewhere in the plant.

4. Women like, and react most favorably to, a few friendly words of appreciation! So Soss officials make it a point to know first names, and when in the plant they give out with those little words that count like, "That's fine, Mary."

5. Women prefer to operate their "own" machines and equipment, year after year! They have a possessive pride in "their" machines. One woman at Soss, for

example, has operated the same welding machine for twelve years. So the company caters to this feminine trait by keeping the women at their regular machines.

6. In the hospital room, there's a woman nurse on duty to care for feminine aches and pains. The company finds that women discuss medical troubles more freely with a member of their own sex.

7. Home-to-work transportation of women employees was made a bit easier when the company arranged a special stop for buses in front of the plant. In addition, the company built a waiting room for bad-weather protection.

Are all these extra services and attentions to women employees worth the added cost and effort? The answer at Soss is an emphatic affirmative!

## 3. Sending Industry Back to School

By John M. Allaman Jr., Personnel Director,
Dempster Mill Manufacturing Company,
Beatrice, Nebraska

Now is the time for industry to consider new ways of cutting production costs and directing efforts toward better efficiency. The buyers market of today requires this, both from the factory employees and from management.

One constructive measure in this direction is better trained and better informed employees. During the last war industry realized the value and importance of training the employee. In peacetime, however, *employee training offers a far greater opportunity*, when production costs and improved efficiency are the life-blood of industry.

There are many sources of instruction available to manufacturers. If you are near a state university there is an advantage. In our case the University of Nebraska, at Lincoln, is only thirty miles away. We have used their Extension Division frequently in the past, and more recently, have found the State Board of Vocational Training a valuable source of training.

Recently several department superintendents complained that their employees were making too many errors due to lack of skill in reading blue-prints. The State Board of Vocational Education offered a course with a suitable instructor, all expenses to be paid by the State and Federal Governments. No text book would be required for this course as all discussion would be centered around the work the employee was doing for the company. This course has proven most successful, with the employee-student feeling that his class time was well spent.

Sometimes you will not be lucky enough to have a State university within commuting distance. In such a case look for State vocational courses given in cooperation with your local high school. If industry is interested in employee efficiency facilities for their instruction will be found somehow. If the courses are efficiently handled the cost will be negligible in relation to the increase in efficiency of the employee and the lowering of production costs.

Union-Management bargaining for an entire industry is having a rapid growth. It has advantages for both sides. Management enjoys the vision of equalizing competitive labor costs—often no more than a mirage. Labor sees a gain in bargaining power. But the public is being squeezed cruelly in between. This is the first of a two-part analysis of this problem.

# Industry-Wide Collective Bargaining

EDITED BY GEORGE W. TAYLOR,
University of Pennsylvania.

Two years ago the Labor Relations Council of the Wharton School selected the subject of industry-wide collective bargaining as a fruitful area for comprehensive research. Studies that could be undertaken as individual projects were planned and fitted into a general program. Specialists who could bring to the task a background of mature experience in the subject were invited to undertake the individual projects. The completed studies are available in the form of thirteen monographs which have been published by the University of Pennsylvania Press. These are separately priced, but the entire set, together with the Proceedings of the Conference on Industry-Wide Collective Bargaining held at the University of Pennsylvania in 1948, may be had for the package price of $10.00.

Dr. George W. Taylor, Chairman of the Labor Relations Council and Professor of Industry at the Wharton School, assumed the general editorship of the series. The studies fall into two broad groups. The first includes seven monographs which discuss certain basic problems common to many or all types of multi-employer bargaining. The second group of six studies analyzes the experience of certain industries where multi-employer bargaining has been practiced.

The highlights of each of the thirteen studies are revealed in the excerpts reproduced below and taken from Dr. Taylor's editorial statements in the several prefaces.

*Multi-Employer Bargaining: Nature and Scope.* Frank C. Pierson, 51 pp., $1.00

Intelligent exchange of ideas about the perplexing problems raised by industry-wide or multi-employer bargaining depends first of all upon a common usage of these

terms and also an appreciation of the ideas that go with them. There is frequently a notable confusion about what is actually under discussion when the subject is industry-wide bargaining. "Proposed solutions" often seem, therefore, to compound confusion, at least as far as common understanding is concerned.

The report by Frank C. Pierson deals with the terminology and questions referred to and to many others of a similar nature. It delves beneath questions of semantics and precisely defines the different kinds of problems that commonly arise from the conduct of various kinds of multi-employer bargaining. These are clearly differentiated from the more general problems of collective bargaining itself.

Preliminary drafts of Frank Pierson's study were discussed extensively at several protracted meetings of the Labor Relations Council of the Wharton School. The ideas which are set forth in this final report emerged gradually from those discussions. The study supplies a much-needed foundation upon which a thorough understanding of the problems of industry-wide bargaining can be built. Certainly a thoughtful appraisal of those problems requires attention first of all to the definitions and concepts dealt with in this study.

*Social Implications of Industry-Wide Bargaining.* Otto Pollak, 72 pp., $1.50

It is frequently said that collective bargaining is synonymous with industrial self-government. The term "free collective bargaining" certainly connotes the possession by organized labor and management of a wide latitude in working out, by their own devices, such conditions of employment as are mutually satisfactory. In recent years, doubts have been raised about whether the collective bargaining system, concentrated as it is on developing conditions satisfactory to labor and management, adequately conserves the consumer interests in uninterrupted production and in a plentiful supply of low-cost goods. In addition, with the growing practice of multi-employer bargaining, a considerable concern has been expressed that this particular method of joint-dealing tends to undermine certain institutional arrangements which we have come to look upon as essential to our way of life.

In this study, primary attention is directed to three important questions of social policy that are raised by the practice of industry-wide bargaining. They relate to the modifying effects of industry-wide bargaining upon the competitive system of free enterprise, upon the retention by management of its responsibility for business direction, and upon the degree of government intervention into business operation. The study is important because it clarifies the nature of the social costs which have to be set off against the benefits of stabilized industrial relations which have commonly been achieved through multi-employer collective bargaining.

*The Significance of Wage Uniformity.* Thomas Kennedy, 40 pp., $.75

In most appraisals of multi-employer bargaining, discussions are limited to the advantages and to the disadvantages that derive from applying uniform policies or standard conditions of work to a number of competing business enterprises. The

marked variations between the actual policies adopted in various situations, in an effort to stabilize working conditions, are either ignored or lightly dismissed. Yet the choice between different "stabilizing policies" involves extremely vital considerations. What is to be stabilized? This particular aspect of multi-employer bargaining constitutes a distinctive series of problems that stand out in their own right as a challenge to understanding.

An agreement under which several companies pay identical hourly rates for similar job classifications, for example, can be expected to bring about wide differences in labor cost per unit of product. Hourly earnings of employees may thereby be stabilized, but weekly and annual earnings may not be. Competition in the sale of goods will depend, more than ever, upon management efficiency and might very well be intensified. A stabilization policy of this sort has apparently been appraised as highly inadequate for the needs of several highly competitive industries. In the needle trades, at any event, an altogether different wage stabilization policy has been followed. In those and in other industries, stabilized piece-rate scales have been introduced. A uniformity of labor costs is the goal along with a stabilization of employment opportunities. One of the consequences, however, is a relatively wide variation in the hourly wages earned by the employees. Under this policy, hourly earnings are not stabilized at all. On the contrary, the range of hourly earnings may be substantially widened if the same piece-rate scale is applied both by companies which have achieved a high rate of production and by those which have not adequately solved their production problems. There is more complexity to industry-wide bargaining than meets the casual eye.

How should wages be stabilized in each case of multi-employer bargaining? In the light of Dr. Kennedy's findings, this policy question stands out as a matter of extreme importance, not only to those who actually practice multi-employer bargaining, but also to all those who would intelligently evaluate this kind of dealing. Reference has just been made to the striking contrast between a wage policy with uniform hourly earnings of employees as the main objective and a wage policy with uniform labor costs as the goal. In his study, Dr. Kennedy analyzes these two wage policies and five additional ones. All of them have been utilized to some degree in an effort to secure wage stabilization between competing plants. Each one of them calls for the discriminating consideration given by Dr. Kennedy.

*Management Problems Implicit in Multi-Employer Bargaining.* Sylvester Garrett and L. Reed Tripp, 61 pp., $1.00

When a number of employers organize to engage in joint negotiations with a union their principal task is to develop policies and positions which are, in a sense, the greatest common denominators of the needs of the individual concerns. No one policy will normally be ideally adapted to the needs of any one company. Group acceptance must be secured. A considerable part of the study made by Garrett and Tripp relates to the resulting problems.

In addition to the sections just referred to, the study includes analyses of two aspects of the management problem in joint dealing that should be mentioned particularly because they are pioneering contributions. Reference is to the treatment of two questions: (1) What are the objectives of management organization for multi-employer bargaining? (2) What controls may be desirable to assure reasonably uniform administration of group collective bargaining agreements? In grappling with these questions managment is likely to cope with the most complex problems which confront it in the practice of multi-employer bargaining.

Approximately half of the study is devoted to a practical "down-to-earth" discussion of typical difficulties encountered in the joint negotiation of specific issues. This study of cases is to discern the problems usually encountered in the specification of basic objectives. Issues discussed include union recognition and union security, general wage increases, wage incentives, wage differentials, hours and overtime, technological changes, collateral wage issues, and seniority provisions. The authors conclude that "there should be recognition by both management and union representatives that all collective bargaining problems cannot be handled definitively in the group negotiations." In other words, although some subjects can be effectively dealt with on a joint employer basis, other subjects can usually best be negotiated on a company or local-plant basis. With this finding, an altogether new approach to industry-wide bargaining is indicated. Whether industry-wide bargaining is "good" or "bad" as a general proposition becomes subordinated to the question as to what functions should be assigned and withheld from the joint procedure. This is a new point of view but, it seems to me, quite a helpful one.

The second question that has been singled out for special mention concerns necessity of joint administrative controls over grievance handling if the benefits available to management through multi-employer negotiations are to be achieved. The authors conclude that "Where no joint machinery has been established to facilitate employer cooperation in grievance handling and contract administration, the probability exists that some of the group will find that grievance handling or decisions reached by other companies in the group directly affect the handling of their own grievances or give rise to bargaining issues in ensuing negotiations." The relation between day-by-day grievance handling and multi-employer bargaining is thus made vividly clear.

*Problems of Hourly Rate Uniformity.* John R. Abersold, 60 pp., $1.00.

Among the most perplexing problems incident to multi-employer bargaining are those involved in determining a single wage policy applicable to a number of companies which have their own distinctive operating characteristics and which must cope with varying economic situations. Such a joint wage policy does not necessarily entail the establishment of identical rates for each occupation in each company. On the other hand, the stabilization of wages through multi-employer bargaining is frequently deemed to center primarily about a determination of uni-

form hourly wages for each of the various occupational groups employed by the several companies. Some unions, for example, have set uniform hourly rates as a fundamental goal of their bargaining over wages. That goal is explained as a natural expression of their quest toward "equal pay for equal work." There are employers, too, who look upon uniform hourly wages between competing establishments as the basis of "fair competition." Insistence of some employers upon a right to wage treatment as favorable as that agreed upon by a union and any competitor is common and has resulted in the use of so-called most-favored-nation clauses in some labor agreements.

The report which John Abersold has prepared is important to those interested in multi-employer bargaining. It goes far beyond the typical discussion of wage stabilization considered as an indefinite, general principle, and deals with the specific problems and particular techniques that must be mastered in establishing wage standards. He suggests that the drive for wage stabilization has various manifestations. That drive in each instance is affected, moreover, by a desire not to forego other objectives. Consequently, the development of a wage stabilization program can rarely be conceived as a simple process. It is an extremely complex undertaking frequently involving many modifications of wage standards in order to effect a recommendation with the needs of various other objectives.

*The Taft-Hartley Act and Multi-Employer Bargaining.* Jesse Freidin, 41 pp., $.75.

During its extended consideration of the essential elements of a new national labor policy in 1947, the Congress was strongly urged to outlaw altogether or drastically to restrict the practice of industry-wide or multi-employer collective bargaining. As a matter of fact, the House of Representatives voted overwhelmingly to impose severe restrictions upon multi-employer bargaining. Such restrictions as appeared in the labor control bill of the House were opposed by many employers as well as by most unions. They were eliminated by the Joint Conference Committee which reported out the bill which became the Labor-Management Relations Act, 1947. But the question of whether or not there should be legislative regulation of multi-employer bargaining is far from a closed issue.

Altogether too frequently, proposals for legislation in this area are not closely related to the actual labor relations problems which exist. For example, multi-employer bargaining has become associated with the power of a national union to fix industry-wide wage policies and to strike an entire industry in order to effectuate such policies. But the regulation of the bargaining practice may not provide the results expected. As Jesse Freidin so cogently states, the idea that "the power of big unions would be effectively limited were collective bargaining to be conducted on the single-plant or local-area level has a deceptive simplicity and may stem from a possible mistaken juxtaposition of cause and effect."

Although the Taft-Hartley Act does not directly regulate industry-wide collective bargaining, a number of its provisions do have significant effects upon this

form of joint relationship. The author believes that many of these effects may have been unintended. The real nature and significance of legislation now on the books should be the starting point in evaluating the need for additional reguation of industry-wide bargaining.

*Multi-Employer Bargaining and the Anti-Trust Laws*. Bert W. Levy, 82 pp., $1.50.

For more than a decade, employers have been required by law to negotiate with labor unions over subjects of "mutual interest," including those relating to the stabilization of working conditions, and they are expected to develop rules that minimize competition between employees for jobs. Labor agreements that effectively stabilize wages and working conditions as between competing establishments are virtually certain to affect the competitive relationships of those establishments. It frequently has been suggested that a consequence of standardizing wages between competing companies may be an intensification of competition in the sale of goods based upon managerial efficiency and not upon the payment of wages below an established standard. At the same time, the effectuation of uniform wage standards in the relatively high-cost concerns can contribute to the loss of jobs and of production. Is the avoidance of such a result a proper subject for collective bargaining? If so, what steps consonant with the Sherman Anti-Trust Act can be taken?

The questions just propounded are vital. As a matter of national policy, we seek to maintain competition in the sale of goods. We are also ready to assist in the avoidance of competition between individual workers in the sale of their labor. How can the labor relations objective be satisfactorily attained without regard for the security of employment? It is the conflict between these purposes which fundamentally has resulted in many a judicial dilemma in the application of the anti-trust laws. The conflict has arisen with respect to various forms of collective bargaining. It becomes most pointed, however, in the multi-employer bargaining arrangements since they involve concerted action by the employers. In industry-wide bargaining, moreover, the means are more readily available to deal with the problems of job and business jeopardy which stabilized conditions of employment may bring about.

The line between those agreements and those purposes which are essential for collective bargaining and those which improperly interfere with the maintenance of a competitive economy has not been precisely drawn. Endeavors of the courts over the years to draw the line is the subject of the scholarly monograph by Bert W. Levy. His study constitutes a discussion of the principal court decisions bearing on this subject. With penetrating analysis, he carries the reader through the changing ideas developed in various attempts to resolve the dilemma mentioned above.

(*To be continued*)

# Editorial Comments

## Is Personnel A Profession?

JAMES O. RICE ("Is Personnel a 'Professional' Occupation?" PERSONNEL JOURNAL, January 1950) argues that personnel work is *not* a profession. I agree with him. But much of his discussion is not relevant. It has nothing to do with whether an activity is "professional" or not. This kind of discussion is downright harmful to the reputation of personnel work.

For example, the author states, "The personnel man who has some other aim than to help the business make more money had better use his talents in some other field. . . . There is no reason why the personnel man should scorn the status of businessman, and prefer that of professional." We must, the author says, choose between business status and professional status. We cannot have both!

Is the statement above relevant to the professional status of personnel work? The accountant, lawyer, engineer, and chemist work for business. Must they "renounce their professional vows" in order to help a business man earn "profit"—or a union earn "benefits"? Must they choose *between* business and professional status? Business experience indicates that no such choice is necessary. It shows that business and profession are complementary rather than opposing.

Here is another example. The author states that "personel work is a business function, 'purely commercial' in *aim*," and that this makes it non-professional by definition. Without questioning the factual correctness of his statement, one still must ask if we have to lose professional status because we serve the "commercial" business function? History has proved that the lawyer, the accountant, the physician, and other professional men do not forfeit professional status when serving an accepted social function. The business function is quite acceptable in our society.

In another paragraph, the author states that business will not employ personnel men unless they make a "contribution to the prosperity of the company." Neither will business men employ engineers unless they earn their keep. This is an economic factor and not a determinant of professional status.

The author further confuses the issue by referring indiscriminately to the "top personnel man" and to "personnel men" as if they were the same. With regard to the personnel manager he says, "The central question . . . is not so much the professionalization of industrial relations but the professionalization of business management itself. . . . Why should professionalization apply to personnel executives and not to sales managers, office managers, production managers, and so on." So far, so good: if management is professional, then any manager is professional. But the article was directed toward whether *personnel work* is professional. The *manager's* status does not determine the professional status of the workers. To illustrate: the Medical and Safety Director of a certain company is neither a physician, engineer,

nor scientist. He is non-professional. Certainly his non-professional status does not destroy the professional status of the physicians, nurses, and safety engineers working for him. Management's professional status does not determine the professional status of personnel work, or engineering work, or sales work, or any work other than *management work*. It is relevant only to management work.

In conclusion, the "professional" status of personnel work is quite controversial and needs to be discussed. But the air is not cleared by references to management's status, to earning one's keep, or to the failure of the personnel man to serve the free enterprise system. In fact, it is quite possible *that personnel men are serving the free enterprise system better than any other group in the history of business*. I hope so.

Keith Davis
University of Texas

# Does Labor-Management Cooperation Pay Off?

Is it paying off at the Apex Electrical Manufacturing Company, electrical appliance manufacturers, whose labor-management policies were discussed in the March issue of Personnel Journal by Wade Shurtleff? Or, with rates set by union-appointed time-study men, are labor costs soaring through the roof?

As tangible evidence of the practicality of the Apex plan, we believe our readers will be interested in the following resume of cost figures for the conventional wringer clothes washer compiled by the Timekeeping Department of Apex's Cleveland plant:

| Year | Average Hourly Pay | Direct Labor Hours per Unit | Direct Labor Unit Cost |
|---|---|---|---|
| 1941 | $ .90 | 4.26 | $3.83 |
| 1949 | 1.95 | 2.86 | 5.59 |

Certainly the International Association of Machinists has reason to boast that cooperation has paid off, for their wages have risen 117% since 1941. Today Apex workers are the highest paid in the electrical appliance industry.

But how about the company? In this same period labor hours per unit has decreased by 33%. Thus the unit labor cost has increased only 46%—not an unreasonable increase, and a lower increase in unit labor costs than has been experienced by many of Apex's competitors whose average hourly wages are far less.

"We know from our relatively brief experience of six or seven years that the rewards inherent in this approach," writes C. G. Frantz, president of Apex, "are not only cumulative but are so attractive (entirely aside from the inner satisfaction) as an ultimate goal that they justify from a business standpoint all the thought and finesse of the most capable executives."

# Personnel Research

*How Readable Is Your Employee Publication?* By Edward T. Raney, Wayne University. *Personnel Psychology*, winter, 1949, 2, 437–459.

This is a very practical article. It should be read by all those who have any responsibility for effective communication between management and workers.

Dr. Raney sets up two standards for judging the effectiveness of an employee publication: (1) Content analysis, and (2) Readability analysis. His detailed description of procedures will be of great value to editors in studying their own papers.

Dr. Raney collected 27 different employee newspapers from different plants of a single large company. In all, 307 issues of these 27 newspapers published during 1947–48 were analyzed. The content analysis was done by measuring the amount of space devoted to the following topics:

| | % |
|---|---|
| 1. Personal news | 38 |
| 2. Plant news | 15 |
| 3. Product news | 19 |
| 4. Management information | 4 |
| 5. Employee programs | 11 |
| 6. Economics | 4 |
| 7. Miscellaneous | 9 |
| | 100 |

The figures listed show the percentage of the total space given to each of the subjects. The amount of space used for a discussion of management information and employee programs seems relatively small. This small percentage is striking if the purpose of the company paper is to pass along information about the company and its plans and policies to the employees. The amount of space devoted to the different themes will not be the same for all companies. Self-evaluation is the best way for an industrial editor to judge whether he is achieving the objectives of his company paper.

The second standard employed was a reading ease index. The Flesch method for measuring readability was used. Reading ease is estimated by two measures:

(1) average number of words in a sentence, and
(2) number of syllables per 100 words.

1000 samples of 100 words each were analyzed. The results were as follows:

"10 per cent of all the material is *Very Hard*. Few employees would bother to read it, if they could.

56 per cent of the material is *Hard*. People with high school and some college would read this.

29 per cent of the material is *Easy*. This material could be read by most.

5 per cent of the material is *Very Easy*. This is the level that management should be aiming at."

The survey showed that 66% of the samples of readability were "hard" or "very hard" (which means that it is like the material found in magazines such as *Harper's*). Dr. Raney concludes either that editors are not aware of their difficult reading material or else that they do not know how to appraise it.

There was wide variation in readability in the material that was classified according to the indicated topics.

| | % "very hard" and "hard." |
|---|---|
| Personal news | 50 |
| Plant news | 71 |
| Product news | 73 |
| Management information | 88 |
| Employee programs | 67 |
| Economics | 52 |
| Miscellaneous | 42 |

The material classified as management information was the most difficult. "The implications of this analysis are clear. Not only have many publications been too difficult to read with ease, but unfortunately, the kinds of things management would like to get across to the employee audience are the very ones which are hardest to read."

Four national union newspapers available to the same employee audience were also studied. These were found to be slightly more difficult for the workers to read than were the company publications.

*Music in a Complex Industrial Job.* By William McGehee and James E. Gardner, Fieldcrest Mills. *Personnel Psychology*, winter, 1949, 2, 405–417.

Will music step up industrial production? Although there are over 6000 installations of industrial music in the United States, there have been few control studies of its effect on workers and on the performance of their jobs. "The majority of published reports of the effects of music upon job performance of industrial workers are impressionistic and nonquantitative. The few quantitative reports have indicated that music resulted both in an increase in the amount of production as well as an improvement in the workers' attitudes towards their jobs. This investigation is concerned both with the effects of music on the amount of production and the way the workers believe the music affected their job performance."

The subjects in this study are 142 women workers employed in a relatively complex industrial job in rug manufacturing. The job involves preparation of material for rug looms, and two to four years are required to become a skilled operator. The average hourly production was recorded for different days, weeks, shifts, and music programs over a five-week period. The authors conclude "that music had no effect, favorable or otherwise, upon production of this group of workers." This finding disagrees with the results found by previous investigators in studies of workers performing relatively simple industrial tasks. The authors suggest that music may

have failed to affect production favorably in this situation because of "long established habit patterns of work in a stable work situation."

An investigation of attitudes of the workers showed that the workers "were favorably disposed toward the music and believed that it favorably affected their job performance."

The authors do not imply any inaccuracy in previous investigations, but they warn against making generalizations from a sample of behavior. A different situation can lead to quite different results.

*Age of Semiskilled Workers in Relation to Abilities and Interests.* By Clarence W. Brown and Edwin E. Ghiselli, University of California. *Personnel Psychology*, winter, 1949, 2, 497–511.

"The gradual increase in the average age of the general population raises many important employment problems. One of the problems which needs consideration is that of the capacities of the older industrial workers. In order to observe the types of changes that occur with age, ten tests and an interest inventory were administered to several hundred semiskilled workers. The results indicated that the abilities of the older workers are comparable to those of younger ones in speed tasks which involve neither precision nor complex mental processes, and in tasks which involve familiar materials and operations. Inferiority of the older groups was manifest in tasks which involve the abstract and the complex."

The measures used in the study were tests of arithmetic, speed of reactions, dotting, tapping, judgment of distance, and mechanical principles. The subjects were all men who were seeking employment in semi-skilled jobs and who had been employed in a semi-skilled job for at least a year.

All test results are reported in averages for indicated age groups. It would be interesting also to study the distributions of scores because there are no doubt wide individual differences within any age group. The overlapping between age groups might also be worth investigating further.

This study may be criticized because of the small number of older men who took the tests. Although several hundred men were tested, only about one-tenth of the total group taking any one test are over 40 years of age and on some tests there are only three men over 50. These sampling considerations seem serious, since this group over 40 years of age is the crucial group for study. If reliable conclusions are to be drawn about the affect of age on abilities of workers, they must be based on more representative samples of workers at the older age levels.

*Personnel Psychology*. Quarterly, $6 a year; single copies $2. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washton 9, D. C.

# Letters to the Editor

Among the gratifying experiences in the life of an Editor are the letters approving various articles and also the requests for permission to reprint articles. The recent enthusiasm aroused by "How Unions Are Run" in the January 1950 issue prompted us to go through our files noting other popular articles.

In July-August 1949 issue the article "Reducing Labor Turnover" brought attention. In September 1949 issue the most popular article was "The Essentials of a Program of Personnel Administration". "How to Select Better Salesmen" in the October 1949 issue brought a number of letters. "The Analysis of Employee Attitude Surveys" in November 1949 was another useful article judging by requests for single issues.

It is very helpful in planning for future issues to get these letters of approval from our readers. If any of you have favorites which haven't been mentioned please let us hear about them. Ed.

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Editor, Personnel Journal:

The article on prejudice in hiring, in the December, 1949, issue, was excellent. There ought to be more said on this subject.

Under free enterprise an employer is certainly entitled to select his own employees. But because he has a right to make an ass of himself, it does not follow that he ought not to be discouraged from so doing.

When there are more people needing work than there are jobs to go around, it is not patriotic or Christian to kick the applicants around as though they were so much mud under the employer's feet.

Too many employers will kid an applicant along for eight weeks or even eight months or longer before finally confessing that they wouldn't hire him under any circumstances and never had any intention of so doing.

It becomes a serious matter when neither education, training, experience, character references, nor former employer recommendations count for a hill of beans in getting a job. If none of these qualifications provide the key to employment, will someone tell us just what it is that one must do or have to get a job—apart from being a friend or relative of the employer or just plain lucky? When this question is answered, we can then determine if this is a land of opportunity.

Yours very truly,
Percy Maddux

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Editor, Personnel Journal:

I wish to thank you for your cooperation in allowing us to reprint the material on Joint Union-Management Job Evaluation. The students will receive this information in addition to the regular text. It develops their thinking and acquaints them with other sources of information in the management field to which they may go to solve their problems.

I am enclosing your file copy of the printed material and trust that it meets with your approval.

Sincerely,
W. H. Gilman, Jr.
Industrial Relations
Western Reserve University, Cleveland

Editor, Personnel Journal:

In the December issue, Volume 28, No. 7 of Personnel Journal there is an article entitled "Grievances and the New Supervisor" which we think is very good.

We would like, with your permission, to reprint part of this article in our monthly publication, "Grievance Digest" which is sent only to our supervisors. If this is possible, would appreciate your wiring us collect at once.

Yours truly,
INTERNATIONAL SHOE COMPANY
ElRoy F. Hagedorn
Industrial Relations Dept.

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Editor, Personnel Journal:

I am enclosing a copy of our new employee handbook, "Your Work at the Tin Smelter" in which is contained much information about the Company as well as the personnel practices we follow. I thought the contents would be interesting to you as well as add to the store of material which you now have on file.

We have been receiving issues of the Personnel Journal for the past year and enjoy the articles and research literature very much. We find it an especially good way in which to keep current with the latest information in the field of Personnel.

Yours very truly,
TIN PROCESSING CORPORATION
Roy E. Bentson,
Personnel Assistant

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Editor, Personnel Journal:

Thank you for your telegram which gave us permission to quote and reprint "Office Manners—The Gals Talk Back" by Esther R. Becker. Copies of December *Notes and Quotes* and reprints are enclosed.

We were very happy to have a letter from Miss Becker regarding our use of her article in *Notes and Quotes*. She wrote that her boss at Forstmann, Glenn Gardiner, had been receiving *Notes and Quotes* for several years and that she was very surprised and pleased to see excerpts from "Office Manners—in the December issue.

Cordially yours,
Olive Pullen, Editor
Employee Relations Notes and Quotes
Connecticut General Life Insurance Co.

# The Editor Chats With His Readers

### Personnel Research

The new Association for research in Personnel, "The Industrial Relations Research Association", has just issued a well printed 122 page book summarizing the meeting of the Association held in Denver in September last. This meeting was held in conjunction with the American Psychological Association. This book consists of seven addresses, all of them by psychologists, dealing with selection, training, supervision and labor relations. Each paper is accompanied by a discussion which has been contributed to by six or seven persons most of them psychologists. Without in any way wishing to seem to disparage the value of these addresses and comments, it remains a fact that they contain nothing original and do not add appreciably to existing knowledge. Most of them were nevertheless addresses well worth listening to and the discussion which followed was in a number of cases stimulating and spirited.

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### Labor in Politics

There is some indication that labor is getting ready to enter politics on a big scale. Wade D. Shurtleff of Toledo issues a bi-weekly newsletter for Industrial Relations executives called "Labor Trends and Policies". The issue of November 29 was devoted to the question of labor in politics. Here are the reasons why, Shurtleff thinks, labor's political intentions have come to be worth taking seriously:

1. The A.F.L. and C.I.O. have reached a "full understanding" for unifying their political operations.
2. Political activities are getting real support from powerful labor leaders—in contrast to the lip service they got formerly.
3. Union officials, more and more of them, are reaching the conclusion that economic gains achieved through collective bargaining can be maintained and extended only with the help of politicians.
4. The utopian notion that labor should create a third party of its own has lost some of its most vigorous supporters; they have been converted to the belief that it is now possible for the unions to be the major influence in the Democratic Party—if not its actual proprietors.
5. A red-hot issue—the Taft-Hartley Act—gives labor a dramatic focus for the 1950 campaign.

After discussing the different pros and cons Shurtleff concludes with the following.

> We are going to witness, in the immediate future, a herculean effort on the part of organized labor to build a powerful political movement on the lowest common denominator of the American worker. In the short run, that movement may achieve some notable successes. But in the end, I venture to predict, it is doomed to failure. No movement of such ambitious breadth built on so narrow a base as the special interest of one particular group can long hold that group together.

### Three Kinds of Decisions

The well-trained executive knows that he can make three kinds of decisions.

1. The everyday decisions which contain things entirely under his control. These decisions he should make by himself without referring them or discussing them with his superior.

2. If the problem involves others in some degree but concerns mainly his own operations the executive will make these decisions but will inform his superior of them at a later convenient date.

3. Some of the problems are so closely related to the problems of other departments that no decision should be reached until co-ordination is possible. In these cases the executive will not make the decision until he has referred it to his superior for consideration and approval.

Of course when a third level decision is referred to him for approval, the higher executive will invariably ask his subordinate executive what *his* recommendation is. He will then approve, modify or disapprove. The good executive does not make decisions for his subordinates when all or most of the circumstances are within the observation of the latter. He will invariably ask for his subordinate's recommendation.

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### Management According to Andrew Carnegie

The following formula is credited to Andrew Carnegie as the way to manage any kind of business.

1. Organize—which means to have the right man in the right place.
2. Deputize—which is to give the man full authority to do the job you hired him for.
3. Supervise—which means you keep after the whole gang to see that they do what they are supposed to do.

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### The Toledo Pension Fight

The magazine Factory Management and Maintenance for February carries a detailed story on the struggle now going on between the Unions and Management over the area-wide pension demand of the unions. Toledo's unions, led by the UAW-CIO is demanding a pension plan under which the worker's pension rights are not lost when he moves from one employer to another. A committee representing employers has been organized to oppose this demand. It is known as "Save Toledo's Payrolls". Under the plan employers would pay 12¢ per hour per worker into a central pension fund, jointly administered by union and management representatives. Eight cents of this would go for pensions and four cents for health security. Workers would contribute 2½¢ for health security but nothing for pensions. One of the large savings in pension costs, as is well known, comes from the funds which are forfeited

that have been accumulated for employees who leave the Company before they have been entitled to a pension. The Toledo plan would therefore make a very large addition to the cost of any normal pension plan. This is one problem faced by the Toledo employers. Another even more serious one is the demand by the unions for joint management of the pension and welfare funds. The battle of Toledo will be worth watching.

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### When to Break the Rule

In clearing our files we came across an old program of the National Office Management Association containing an extract from the work of W. H. Leffingwell dated January 23, 1930. It is entitled "Rules—and Rules" and is such a useful piece of philosophy that we are reprinting it here.

"From management's standpoint there is a constant tendency to think that if you can only get a rule or formula or some method of handling a case, all your troubles are over; many companies adopt very stringent rules to which they claim there will be no exceptions. I think this is one of the greatest of mistakes. . . . If managers will realize that rules are only timesavers, if they have thought the thing out carefully, and then (will) use their managerial judgment as to whether to make a violation of a rule . . . I think individual cases can be handled. There are exceptions to every rule, and . . . the executive who knows how and when to violate a rule is just as valuable as one who follows a rule absolutely. Anyone can follow a rule, but to know how to violate a rule without destroying the morale of an organization is an important qualification."

It reminded us of a pungent remark from the gay little book "Anything Can Happen" by George Papashvily; also about rules. It was said of target shooting, "of course we have got to have rules about how to hold your feet and lotsa other things, but don't forget rules is just to take up slack when the brains runs out."

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### Personalities

It is interesting to know how different people find their way into personnel work. One of the most successful of the younger industrial relations men whom I know came to the field from an operating job in one of the oil refineries.

About five years ago an industrial company was installing a plan of job evaluation. It has been recommended that the Company employ someone as a permanent job analyst. The personnel director advertised and went to all possible sources but was unable to locate anyone with experience except at what, for that company, was a prohibitive salary. One of the replies to the advertisement had been written on a post-card and went something like this; "Trained Job Analyst Available". The young man was asked to come in and when he had been interviewed and given a few tests he seemed like a very promising candidate as a trainee in job analysis and

job evaluation. His principal work experience had been obtained in the plant operations department of a large oil refinery and training experience in several youth organizations. This seemed like good background for a number of reasons and in due course the young man was employed.

He accepted a very low salary for his first opportunity in the field of industrial relations. In due course the director who had employed him moved to another job and was succeeded by a man who came with high promise but who was not able to get along with the union. About this time the war had ended and the business was shrinking. The general manager of the company decided that he could not afford another experienced, high-priced man so he gave our young job evaluation friend an opportunity to show what he could do. In less than five years he has shown plenty and his program is now recognized by those who know it as one of the better ones in a small manufacturing company. Our young friend is Harvey Stephens, Director of Industrial Relations of the International Resistance Company, Philadelphia.

His Company now employs 1200 people, approximately 900 of them women, making resistors—electrical components used principally in the radio and television industry. His program includes a good union relations program, foreman training, a medical program which includes a professional counseling program by the woman doctor, an employee magazine, modern methods of wage and salary administration, tests for placement and promotion, job evaluation for hourly, salary and top executive groups, various employee relations and information programs and many other activities. His story may serve as an example to other young aspirants for success in industrial personnel.

### From Industry to Teaching

The appointment of Dr. Egbert H. van Delden as Professor of Industrial Relations at New York University's business schools was announced by Dean G. Rowland Collins. He assumed the post on Feb. 1.

Dr. van Delden, an alumnus and former faculty member of N. Y. U., will teach at both the School of Commerce, Accounts and Finance and the Graduate School of Business Administration. His appointment, Dean Collins said, is in line with a plan to continue a comprehensive program of study in the field of industrial relations.

At present director of industrial relations for Libbey-Owens-Ford Glass Company, Dr. van Delden has held similar posts in industry and Government.

# Across The Editor's Desk

The American Management Association has issued three Bulletins. The first is Developments in Social Security and Workmen's Compensation and is available at \$1.00. The second is Welfare Issues in Collective Bargaining also at \$1.00. This deals with pensions in collective bargaining, handling lay-off problems and the effective state disability laws on company operated plans. The third pamphlet is Labor Relations and Political Action and contains an address by Cyrus S. Ching, federal Labor mediator, "The future of labor-management relations". Another address in this pamphlet is "Management's Share in the Survival of Contributory Social Insurance" by Professor J. Douglas Brown of Princeton University. All of these pamphlets may be obtained from the American Management Association at 330 W. 42nd Street, New York 18, N. Y.

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The Department of Psychology at Western Reserve University, Cleveland, Ohio announces that a series of courses conducted according to the "workshop" method will be given between June 5 and June 23 in the Rorschach method of personnel diagnosis. There will be three series during three periods within these dates. Further information may obtained from Western Reserve University.

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The National Industrial Conference Board has recently surveyed the hours of work in European countries. They find that in the five principal European industrial companies that the average work week averages from 44 to 48 hours.

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The Employers Council of San Francisco has just issued a report "Office Workers Salaries and Personnel Practices" in the San Francisco Bay Area. This is a 38-page booklet printed by offset containing information on salaries and personnel practices during the middle of 1949. Copies may be obtained from the Council at 114 Sansome Street, San Francisco 4, Calif.

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The latest chapter in the current revision of "Union-Agreement Provisions" by the U. S. Department of Labor is one dealing with hours of work and overtime pay. This is a 97-page mimeographed booklet and is issued by the Bureau of Labor Statistics, Department of Labor, Washington, D. C.

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A 40-page mimeographed bulletin has just been issued by the University of Cincinnati, "A Counseling Aid for High School Deans and Counselors". This consists of a series of articles by career women graduates of the University dealing with the various features of cooperative college training at the University of Cincinnati.

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The newest list of references issued by the Industrial Relations Section, Princeton University is "Outstanding Books on Industrial Relations, 1949". This lists 24 books on various aspects of personnel and labor relations with a brief abstract of each. The circular is available from the University at 15¢.

The latest issue of "Quotes Ending", an information letter to management on employer-employee publications, issued by Robert D. Breth, 1728 Cherry Street, Philadelphia 3, Penna. contains a reference to the article "How Unions are Run" which appeared in the January issue of PERSONNEL JOURNAL.

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Mr. Paul W. Bell, Director of Personnel, The Times-Mirror Company of Los Angeles will serve again as President for the coming year for the Personnel and Industrial Relations Association at Los Angeles. Pira-Scope, the monthly bulletin of the Association announces that a demonstration of "Role Playing" was given at one of the weekly luncheon meetings held by District 7 of the Association. It was given by Robert D. Gray, assisted by Richard Sensor of the California Institute of Technology. Pira-Scope lists under the heading "Required Reading" the article in the January issue of PERSONNEL JOURNAL by James O. Rice, "Is Personnel a Professional Occupation"? Pira-Scope is a newsy readable 11-page bulletin and reflects the spirit and activity that may be expected of a vigorous community like Los Angeles.

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"The Expanding Role of Government and Labor in The American Economy" is the title of an address by Professor Waldo E. Fisher of the Wharton School, University of Pennsylvania which was made recently before the Industrial Relations Section of the California Institute of Technology, Pasadena, Calif. Professor Fisher dealt with the role of the United States in a community of nations, the developments in the American labor movement and the limitations of centralized control in business and industry. Copies of this interesting address are available from the Bookstore of the Institute at $1.00. It is well printed in 26 pages.

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"Public Personnel Review" is a quarterly journal of the Civil Service Assembly of the United States and Canada. The December issue contains articles on personnel policies, studying job satisfaction, the intern and program in Federal service and others. It is well printed in 52 pages in paper cover and is available from Civil Service Assembly, 1313 E. 60th Street, Chicago 37, Ill.

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The January 1950 issue of "Swift News" published by Swift & Company, Chicago is devoted to an annual report to employees. This is 18 large size pages very well illustrated. The annual report is clearly written and graphically described. Another feature of this issue is a page of comics under the heading "Operation Cooperation", the adventures of Gus Mann. There is also an interesting illustrated story "Pointing the Way" telling about the part which the men and women in the Accounting Department play in the success of Swift and Company.

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A different kind of "Industrial Relations News Letter" has been issued by the *Bureau of Personnel and Industrial Relations* of the *University of Denver.* The news letter in the future will be devoted principally to articles which report research work

performed by seniors and graduate students of the University who are majoring in personnel. The latest issue, Autumn 1949, is 23 mimeographed pages containing reports on research dealing with collective bargaining contracts in Colorado, a study of self-rating in the Denver public library and Labor-Management Committees in the Denver Area.

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A new bulletin issued by the *New York State School of Industrial & Labor Relations* of Cornell University, Ithaca, New York, bears the title "Combating Discrimination in Employment in New York State". The author is Felix Rackow and the report is 52 printed pages describing the work of the The Employment Practices Committee. The report includes the text of the New York State law on this subject. The bulletin is free to residents of New York State and 15¢ to others.

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*New York University, Institute of Labor Relations and Social Security*, has issued an 82 page printed report under the title "Compulsory Arbitration in New Jersey". The author is Lois MacDonald and it reviews the whole subject beginning with the various pressures seeking to bring about compulsory arbitration. The greater part of the report, following a review of the statute and the ammendments, is a detail report of the experience of the state under the Act. The price of the report is not stated but it is obtainable through New York University, Room 540 East Building, Washington Square, New York 3, N. Y.

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*The Conference Board* business record No. 11 contains a report on losses from strikes, as computed by the staff of the board. This is summarized by saying that over $250 million dollars in wages has been lost in each year since 1937 or a total of three billion dollars since 1937.

# About the Authors

*Dr. Forrest H. Kirkpatrick*, an old friend to readers of the Pers-Journal is a well-known lecturer and writer on personnel subjects.

*Dr. Donald A. Laird* is well known for his writings on psychological topics for the non-technical reader. For fifteen years he was head of the department of psychology at Colgate University. He now devotes his time to writing and lecturing.

*D. L. Belcher* is Instructor in Industrial Supervision for the Industrial Extension Service, Texas A.&M. College. His career began as a teacher followed by a period as an engineer for Lyon Metal Products Company, Sales Manager for Machine Tool and Supply Company, Tulsa, Okla., then an experience with T.W.I. in St. Louis, followed by his present work. He has degrees from the University of North Dakota and University of Minnesota.

*Charles E. Kinsey* has recently been advanced to the position of Assistant Treasurer, Union Trust Company of Maryland, Baltimore. This was the culmination of a long period of experience in Banking. He was one of a small group who developed the successful Snack Bar described in his article.

(*Continued on page 401*)

# Book Reviews

Appraising Vocational Fitness, By Means of Psychological Tests. By Donald E. Super. Harper & Bros. New York 1949. pp. xxi plus 727. Trade edition, $6.00: Text edition $5.00.

*Appraising Vocational Fitness* is one of the best single reference texts available in the field of vocational guidance. A brief outline of the contents of this volume will illustrate its coverage.

The first five chapters are introductory in nature, serving primarily to orient the reader in the field and to clarify certain ideas and methods which are referred to throughout the text. One chapter is devoted to a general discussion of methods of test construction, standardization, and validation, selection of traits to be tested, criteria of success, item construction, test standardization, validation, and cross-validation. The nature and definition of aptitudes and types of aptitude tests is taken up briefly in Chapter 4. Procedures and rules for giving and scoring tests and some of the problems involved are discussed in Chapter 5.

There follow fourteen chapters devoted to a discussion of a wide variety of individual tests. The tests selected for inclusion seem to be those on which the most research data are available or those which are currently enjoying greatest popularity with vocation counsellors. Obviously such a selection has led to the exclusion of some tests which might have more promise than many of those included. However, limitations of space would prohibit a much wider coverage.

For discussion purposes, the various tests have been grouped according to the function or aptitude they purport to measure (intelligence, dexterity, personality, etc.). In each case the author precedes his discussion of the individual tests with a general summary of the nature and role of the function under consideration.

Representative tests in each area are then taken up in detail. In most cases, the experimental data and the discussion are organized around the following factors:

1. The population (age group, grade level, occupation) to whom the test is applicable.
2. Contents of the test, including type of test items employed.
3. General information on administration and scoring.
4. Published norms and a description of the populations on which they were compiled.
5. Information and references on the standardization and initial validation of the test.
6. Factors known to influence the test scores (experience, geographical location, education, etc.).
7. Available data on the statistical reliability of the test.
8. Inter-correlations with other tests of the same and different functions.
9. Summary of all data on validity and a description of the criteria against which the test was validated.

Following this review and evaluation, the author briefly outlines how the test may be used for counselling in educational institutions, in guidance centers and employment, and in business and industrial selection and placement programs.

It should be noted that in each case an attempt has been made to point out the gaps in our knowledge of (1) what a particular test measures, (2) its relation to other instruments, and (3) its correlation with various criteria of occupational success and job satisfaction. As such, this book is a gold mine of suggestions for further research.

A twenty-page appendix is devoted to a brief explanation of the statistical methods applicable in the construction, standardization, and interpretation of psychological tests.

As the author indicates, *Appraising Vocational Fitness* is a reference text for advanced students and others with some experience or training in the field. It assumes a knowledge of the fundamentals of test construction, statistics, and counselling, and familiarity with pertinent literature in these fields. However, all experimental findings and theories, referred to in the text are fully documented and further information on any point may be obtained from appropriate publications listed in the 955 item bibliography.

*Super* has made it abundantly clear that the use of psychological tests for vocational guidance is most valid in high-school and college counselling programs. There is apparently little acceptable data bearing on the prediction of subsequent occupational success and job satisfaction from test results obtained during these early years. Few adequate long-range, follow-up studies have been conducted. There is also virtually no reference to the use of tests in industrial counselling (as contrasted with selection) programs.

Clearly more research needs to be done in these areas if vocational counselling is to perform its full role. In the meantime industrial personnel men must continue to tailor-make their own test batteries or restandardize existing tests in terms of local criteria.

R. C. Rogers
Socony Vacuum Oil Co.

(*Continued from page 436*)

## SITUATIONS WANTED

PERSONNEL WORK: Will graduate June 1950 with B.S. in B.A. degree. Major field of study is personnel administration. Desire position in personnel field. Salary secondary to opportunity for advancement. Complete personal data on request. Box 103, Pers. Jour.

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PERSONNEL DIRECTOR: Top level personnel management and industrial relations experience, including company communities management. M.A. degree, additional graduate training in Law and Industrial Psychology. Personable, adaptable. Age 35. Box 104 Pers. Jour.

## SITUATIONS WANTED

PERSONNEL ASSISTANT: 31 years old. BA in Industrial Psychology and graduate work in Industrial Psychology and Industrial Engineering. Five years experience in all phases of personnel work, including testing, test construction, personnel records, placement, personnel control, and statistical research. Have also experience in motion and time study, methods engineering production control, and inventory control. Experience in manufacturing plants ranging from 120 employees up to 18,000. Minimum salary to start should be commensurate with responsibilities and job future. Box 94.

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PERSONNEL ASSISTANT: Young man 34, A.B. Sociology, one year graduate school of social work. A.M. Vocational guidance and personnel administration. 3 years family and psychiatric case work, teaching experience. Position desired within commuting distance of New York City. Box 95.

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PERSONNEL OR TRAINING ASSISTANT: Interested in industrial personnel and training work. A.B. Degree. Completing M.A. degree in Industrial Psychology, specializing on personnel selection and industrial training. One year experience as Training Director in a trade school. One year experience as Veterans Administration Officer. Three years experience as Training and Educational Services Officer in U. S. Navy. Want to get started and advance in the industrial personnel field. Box 96.

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PERSONNEL WORK: Recent graduate with B.S. in Industrial Relations. Desires entry position in Social Security field. Interested in Unemployment Insurance, Workmens Compensation, and O.A.S.I. Some work experience in this field. New York State resident. Willing to go anywhere. Age 25. Complete personal data on request. Box 97.

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MEN FOR MANAGEMENT—THE NATIONAL JOB CLEARINGHOUSE selects the best by modern testing and screening methods. Productive employees mean profits. Employers use this national personnel service to find them. Write: Box 98, Pers. Jour.

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PERSONNEL—INDUSTRIAL RELATIONS DIRECTOR: Seven years of intensive experience in all phases of labor relations in multiplant company; experienced in workmen's compensation and insurance and familiar with employment and office management practices; A.B. and law degrees. Box 99, Pers. Jour.

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PERSONNEL WORK: Young man graduating June 1950 with B.A. degree in Psychology and Commerce with a minor in Spanish. Courses in Testing, Counseling, Administration of personnel, experimental and therapeutic psychology, plus many other courses pertinent to Industrial Relations. Age 23, married. Veteran. Salary secondary to opportunity with progressing company. Ohio resident. Willing to settle in any good industrial location in U.S. or South America. Complete personal data on request. Box 100, Pers. Jour.

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PERSONNEL ASSISTANT: 5 years mechanic and machine operator experience. 4½ years administrative experience (Air Force). M.S. degree with major in Industrial Psychology. One year of college teaching experience. Penna. resident. Willing to settle elsewhere. Available June 1. Box 101, Personnel Journal.

(*Continued on page 435*)

## HELP WANTED

PERSONNEL ASSISTANT: To handle hiring, personnel relations, transfers and promotions for large insurance company, located in Detroit. Would also like man capable of handling personnel research. A degree in Psychology with courses in statistics necessary. Give full particulars in first letter. Box 102. Pers. Jour.

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# PERSONNEL JOURNAL

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES

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Vol. 28

MAY 1949 — APRIL 1950

EDWARD N. HAY
EDITOR

*Published by*
THE PERSONNEL JOURNAL, INC.
Swarthmore, Pennsylvania

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